



CONFLICT  
MANAGEMENT  
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# Evaluation of UN Women's, Peace and Security in the Arab States Regional Project

## Final Report

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## Acronyms

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ADD	Association Droit à la Différence
BWA	Baghdad Women's Association
CAWTAR	Center of Arab women of Training and Research
CCCPA	Cairo International Center for Conflict Resolution and Peacekeeping in Africa
CO	Country Office
CMC	Conflict Management Consulting
CREDIF	The Centre for Research, Studies, Documentation and Information on Women
CRSV	Conflict-related Sexual Violence
CSTF	Cross Sector Task Force
DVAW	Department of violence against women
EMG	Evaluation Management Group
ERG	Evaluation Reference Group
FGD	Focus Group Discussion
GDCVAW	General Directorate of Combatting Violence against Women
GERAAS	Global Evaluation Reports, Assessment and Analysis System
GBV	Gender based Violence
HCoWA	High Council of Women Affairs
IES	Independent Evaluation Service
IDP	Internally Displaced Persons
INAP	Iraq National Action Plan
ISIL	Islamic State of Iraq and the Levant
JAF	Jordanian Armed Forces
JONAP	Jordanian National Action Plan
JNCW	Jordanian National Commission for Women
KII	Key Informant Interview
KRG	Kurdistan Regional Government
KRI	Kurdistan Region of Iraq
LAS	League of Arab States
LAS-WFCD	League of Arab States, Women, Family and Childhood Department
MWFC	Ministry of Women, Family and Childhood
NAP	National Action Plan
NGO	Non-Government Organization
NHRI	National Human Rights Institution
NWM	National Women's Ministry
OTSG	L'observatoire Tunisien de la Sécurité Globale
RO	Regional Office
TAMSS	Tunisian Association for Management and Social Stability
TOR	Terms of Reference
UNEG	United Nations Evaluation Group
UNSC	United Nations Security Council
UN WOMEN	United Nations Entity for Gender Equality and the Empowerment of Women
WEO	Women's Empowerment Organization
WPHF	Women, Peace and Humanitarian Fund
WPS	Women in Peace and Security
UNFIL	United Nations Interim Force in Lebanon
UNSCR 1325	UN Security Council Resolution 1325
SGBV	Sexual and Gender-Based Violence
VAW	Violence Against Women

# Executive Summary

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## Background

The Arab region is home to more than 17 million people who have been forced to leave their homes due to violent conflicts, with 10 million internally displaced in Sudan, Iraq, Somalia, Lebanon, Syria and Yemen, as well as approximately 5 million refugees from the Occupied Palestinian Territories. Conflicts have devastating consequences on women. They often have fewer resources than men to protect themselves and their children, and face difficulties as displaced and refugee populations.

Women's participation and inclusion in decision-making processes also remains extremely low in the context of conflict and crisis. In formal peace and security processes, where women play marginal roles at best, they are often denied the right to take part in decisions that will shape the future of their societies. This exclusion persists despite a growing body of research suggesting that women's involvement in peace, security and transition processes is more likely to address issues of justice, reconciliation and accountability, therefore making peace agreements more sustainable. Women's exclusion from peace talks does not consider the often-constructive role women assume in their local communities in order to address and mitigate the effects of conflict; neither does it consider the social transformations that conflict and uprisings may initiate in many countries when women start claiming a more active role in the public sphere.

UN Women's Women's Peace and Security in the Arab States regional project was "a reflection and result of the challenges and the changes in the region related to the status of women in the peace process and post conflict state building process." UN Women worked regionally and at the country level with UN partners, national and regional partners, NGOs and civil society partners to address these challenges from the lens of women, peace and security and translate the concerns into concrete actions. The three-year project (January 2016-January 2019) supported expertise on WPS in the region, through ensuring institutional capacity building of governments, the national women's machinery, and civil society, on WPS commitments and increasing the evidence base. UN Women also worked with national bodies to develop accountability frameworks for the implementation of WPS commitments. The project was implemented in Jordan, Tunisia, Iraq and regionally through engagement with the League of Arab States. Lebanon was added as a focus country during the last year of the project implementation. The total project budget was EUR 3,204,925.

In 2018, UN Women Jordan CO, the office managing the regional project, commissioned a final external evaluation of the project. The evaluation seeks to inform UN Women's Project approach by providing insights and lessons learned from the project in terms of process, best practices and areas for improvement in order to inform a second phase of the project. In doing so, it strived to contribute to enhancing UN Women's approach to promoting women's engagement in peace negotiations and ensuring women's rights are recognised and addressed as priorities in recovery and post-conflict contexts

The primary intended users of the evaluation were UN Women senior management and project teams as well as relevant stakeholders working on WPS and the donor.

## Evaluation Methodology

The evaluation adopted the OECD-DAC criteria of relevance, effectiveness, efficiency and sustainability of the Project. It also included a separate criterion on gender equality and human

rights. In addition, the evaluation strived to assess and document the key changes /results that could be observed because of project intervention, as well as the unintended results of the project.

The overall approach of the evaluation was theory based; it reviewed the theory of change as stated in the project documents as well as the robustness of pathways of change and the related assumptions in order to identify the underlying factors affecting change. The evaluation also adopted a utilization-focused approach and integrated a human rights-based approach and gender equality principles in both the process and results assessed.

The evaluation was conducted at two levels, through a regional and country lens to have an overall sense of the project, as well as the specific implementation and outcomes at the focus country level. Data collection methods included: (i) in-depth review of relevant documents and project monitoring data, (ii) key informant interviews with project management and staff and (iii) focus group discussions with government partners, women machineries and ministries, NGOs, and participants in training activities or micro-project interventions. Three field missions, to Jordan, Tunisia and Iraq were conducted. In total, 76 individuals (64 women and 12 men), representing both duty bearers and rights holders were consulted for this evaluation.

## Evaluation Findings

### Relevance

**Finding 1:** The project was both timely and highly relevant in all focus countries. It responded to the needs of the national governments and regional institutions and its activities were mostly driven by stakeholders' priorities.

**Finding 2:** The project complemented other regional and national initiatives. Some of these initiatives were led by UN Women and others (such as in Iraq, Tunisia with LAS) efforts have already been exerted prior to the commencement of this project to push forward the WPS agenda at regional and national levels.

### Effectiveness

**Finding 3:** The progress towards expected outputs is evident with seven outputs achieved, two partially achieved, one on track, and two experiencing delays. A small number of outputs in Jordan are delayed while others have been exceeded. In Tunisia, the project has also achieved its intended outputs, by the adoption of the NAP through a participatory approach as well as all its outputs. In Iraq, the intended outputs and targets were perhaps ambitious leading to limited achievements towards intended outputs. Nonetheless, the project in Iraq has achieved good progress considering the limited resources.

**Finding 4:** The project faced many implementation challenges. However, government commitment in all focus countries, and the flexibility of UN Women and the Finish government enabled the project to adapt and respond to challenges in an effective manner.

**Finding 5:** Member States are at different levels in the process of adopting and operationalizing the NAPs. In Jordan, the NAP was adopted, and pool fund created to start implementation. In Tunisia, the NAP was adopted and in Lebanon a draft NAP has been drafted. In Iraq NAP 1 was implemented and the 1325 Alliance are in the process of planning for the development of NAP 2

**Finding 6:** Through the experience in the four focus countries (as well as the regional component) the project has exhibited some good practices and some innovative approaches.

**Finding 7:** The engagement of women affected by conflict in project activities has been minimal to date. The role of conflict affected women is evident in participation in consultations in Jordan and Lebanon and being beneficiaries of project interventions (protection) in Iraq. This may be due to strong focus that the project put on developing the national action plans.

**Finding 8:** The effectiveness of the project was increased by the attention provided to capacity building and technical assistance in the focus countries. The level and content of capacity building differed across countries but was based on the needs expressed by stakeholders.

### **Efficiency**

**Finding 9:** The project was considered efficient especially when taking into consideration the number of outputs and outcomes achieved vis a vis the allocated budget. UN Women has successfully leveraged additional resources from various projects to increase the results and outcomes of the project.

**Finding 10:** Limited bilateral learning has occurred between some of the focus countries. Given the involvement of LAS, the learning could have been more effective if it was part of the project design and implementation approaches from the beginning.

### **Sustainability**

**Finding 11:** The project worked with a multitude of stakeholders in each focus country ensuring the institutionalization and commitment to the WPS agenda within government, national women machineries and CSOs.

**Finding 12:** The extent of institutionalization of national mechanisms and systems varies between the different countries depending on the level of development and implementation of the NAP.

### **Gender Equality and Human Rights**

**Finding 13:** The project design and capacity building activities during implementation ensured raising awareness of the underlying causes of inequality and discrimination faced by women and girls in the region.

**Finding 14:** The project implementation adopted a rights-based approach with a focus on women and on promoting women's voices through capacity building on PVE in Jordan, support to shelters in Iraq and engagement in consultation in Lebanon. This was particularly true in Iraq where implementation of the NAP focused on protection and participation.

### **Lessons Learned**

- a. The advancement of the WPS agenda requires a collective effort to build consensus and common understanding of how the agenda presents opportunities for communities and societies. This is a time and resources consuming process that should be carefully designed and planned.
- b. Ensuring that the voices of women and girls affected by conflict is directly heard could lead to further engagement of women and prepare them to assume their roles in society as leaders.

### **Good Practices**

- a. The design of innovative funding models (such as the pooled fund in Jordan) is a best practice because it ensures adequate attention to the implementation of all pillars of the national action plans.

- b. Complementarity between projects and capitalization on available resources leads to improved outcomes. UN Women in Jordan and Iraq worked with a programme approach and leveraged resources and interventions to achieve results.

## Conclusions

**Conclusion 1:** This project is both timely and highly relevant in all focus countries, particularly in the context of the development of the National Action Plan (NAP). It responds to the needs of the national governments and regional institutions and its activities were mostly driven by stakeholders' priorities.

In Jordan, Iraq and Lebanon the NAP formulation, and implementation was more demand-driven by national partners including the governments, CSOs and local media. Further UN Women adopted a strategic approach by engaging with the relevant women-focused organizations in each of the target countries.

**Conclusion 2:** The effectiveness of project initiatives is evident in all focus countries. In Tunisia and Jordan, this included the development of the NAP. These two countries are good practice examples of NAP development. The progress towards expected outputs is evident with seven outputs achieved, two partially achieved, one on track, and two experiencing delays. A small number of outputs in Jordan are delayed while others have been exceeded. In Tunisia, the project has also achieved its intended outputs, by the adoption of the NAP through a participatory approach as well as all its outputs. In Iraq, the intended outputs and targets were perhaps ambitious leading to limited achievements towards intended outputs. Nonetheless, the project in Iraq has achieved good progress considering the limited resources.

The effectiveness of the project was increased by the attention provided to capacity building and technical assistance in the focus countries. The level and content of capacity building differed across countries but was based on the needs expressed by stakeholders.

**Conclusion 3:** Generally speaking, the project could be considered efficient especially when taking into consideration the number of outputs and outcomes achieved vis-à-vis the allocated budget. There is great potential for sustainability of the National Action plans developed under this phase of the UN Women project. The adoption of the NAPs in Tunisia and Jordan, and the drafting of the NAP in Lebanon and Jordan, as well as securing funds for implementation, indicate that there is strong interest on the part of governments and stakeholders for the implementation of the NAPs.

**Conclusion 4:** There is great potential for sustainability of the National Action Plans developed under this phase of the UN Women project. Adaptation to the local context and priorities has ensured national buy-in and ownership of the process which is critical for sustainability of the initiative. The adoption of the NAPs in Tunisia and Jordan, with the latter securing funds for implementation, indicate that there is strong interest on the part of governments and stakeholders for the implementation of the NAPs. and willingness of stakeholders to engage further and build on project successes.

**Conclusion 5:** The strong partnership of UN Women with different national actors allowed for the successful completion of NAP and provided the processes with legitimacy and credibility at the national level. This will pave the way for national actors to undertake activities for promoting gender equality and human rights approaches. This presents an opportunity for UN Women to push the bar higher by advocating for stronger and more systematic role for women and to increase governments' attention to issues of gender and human rights. The stories of conflict affected women and other women beneficiaries need to be framed in the larger context of gender equality and peace

in the focus countries, preferably in their own voice. Their increased participation in the consultative process, whether it is at the level of development or implementation of the NAP is crucial for a gender perspective that promotes resilience, social cohesion and an enabling environment.

## **Key Recommendations**

**Recommendation 1:** UN Women should continue to engage with the relevant national women machineries and ministries and build on their support and willingness to initiate next steps to implement the NAP in the respective focus countries.

**Recommendation 2:** Future UN Women projects should ensure the formation of a committee comprised of women affected by conflict themselves (refugees/IDPs) to provide key insights into their situation and needs.

**Recommendation 3:** UN Women should further build the capacity and technical expertise of CSOs and relevant national stakeholders through advocacy efforts, dissemination of information and needs assessments-based trainings so that they can be effective in implementing activities under the NAP. This is particularly needed due to weakness of CSOs in general and the novelty of WPS concepts.

**Recommendation 4:** UN Women should strengthen national women machineries and provide them with the necessary technical assistance to enable the NAP implementation. Trainings on monitoring of national action plans will be required.

**Recommendation 5:** UN Women should advocate with national governments for the development of pooled funds with support from UN Women for the implementation of all pillars of the NAP.

**Recommendation 6:** UN Women should promote a stronger regional exchange between the different countries. UN Women should further ensure a proactive and systematic exchange between the different countries in order to document and disseminate best practices.

**Recommendation 7:** UN Women should support the institutionalisation of the WPS agenda into the general action plans of line ministries or ensure the alignment of the ministerial action plans with WPS agenda.



# 1 INTRODUCTION

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## 1.1 Project Context

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The Arab region is home to more than 17 million people who have been forced to leave their homes due to violent conflicts, with 10 million internally displaced in Sudan, Iraq, Somalia, Lebanon, Syria and Yemen, as well as approximately 5 million refugees from the Occupied Palestinian Territories. Conflicts have devastating consequences on women. They often have fewer resources than men to protect themselves and their children, and face difficulties as displaced and refugee populations.

The participation of women and the inclusion of gender perspectives must be an integral part of discussions, processes and action, both locally and regionally, to promote sustainable peace. Despite the laws and ordinances in place and efforts being made, issues pertaining to gender equality and women's rights remain neglected and women unsupported and excluded from peace negotiations and humanitarian planning efforts. This is also because much of the debate and discussion does not get translated into substantive, systematic efforts, which are often ad hoc and therefore not sustainable.

Women's participation and inclusion in decision-making processes also remains extremely low in the context of conflict and crisis. In formal peace and security processes, where women play marginal roles at best, they are often denied the right to take part in decisions that will shape the future of their societies. This exclusion persists despite a growing body of research suggesting that women's involvement in peace, security and transition processes is more likely to address issues of justice, reconciliation and accountability, therefore making peace agreements more sustainable. Women's exclusion from peace talks does not consider the often-constructive role women assume in their local communities in order to address and mitigate the effects of conflict; neither does it consider the social transformations that conflict and uprisings may initiate in many countries when women start claiming a more active role in the public sphere.

It is known - and since the onset of the WPS agenda and the adoption of the seminal UNSC resolution 1325, it has been formally recognized by the international community - that there are crucial gendered dynamics around the tragedies of violence, conflict and war. Not merely in the impact it has particularly on women, but also with regard to women's participation and leadership in the prevention, management, and recuperation after conflict and large-scale use of violence. Yet while this knowledge and the potential, which it represents, is increasingly cited and highlighted as key, its materialization into sustainable action and concrete results has yet to come to fruition. In the words of Under-Secretary-General of the United Nations and Executive Director of UN Women, Phumzile Mlambo-Ngcuka:

“The women, peace and security agenda continue to expand its footprint on global policymaking. It is now an essential pillar in global affairs. But its advocates and champions are animated by the conviction that this is only the beginning. And I share this conviction. The chorus of voices that are appalled by the persistent political marginalization of women in decision-making is speaking louder. The number of people who are determined to find new solutions to the human suffering caused by conflict is growing...”

This underscores the importance of addressing the underlying issues due to which women continue to be marginalized and excluded from political processes and these factors are often exacerbated in conflict, post conflict and transition settings.

The Arab states are often characterized by the strong patriarchal social and cultural structures that are still prevalent today along with tribal affinities, as well as the implications of religious perceptions. The strong normative framework and growing evidence base of the positive impact of women's participation on building inclusive and peaceful societies are important foundations, greater accountability, political will and leadership is needed to address attitudinal barriers.

Iraq, despite being the only country in the region with a 1325 NAP, has seen a steady decline in women's rights since 2001. Facing internal displacement as well as hosting refugees, gender-based violence has risen sharply with the attacks by ISIS in the Kurdish region of northern Iraq. It has been widely reported in various media that the Yezidi people in particular have been targeted, along with other religious minorities, with women and girls being sold in slave markets, gifted or "married" to combatants, or generally sexually and physically abused as a form of terrorism. The dissolution of the State Ministry of Women's Affairs, as well as that for human rights, signals a weakening political will to address the situation and protect the rights of women and girls. In August of 2015, the Ministry of Human Rights, the State Ministry for Women's Affairs, and the Ministry of Provincial Affairs were to be combined.<sup>1</sup> This has significant implications for the implementation of the 1325 NAP, which was developed under the auspices of the State Ministry of Women's Affairs.

In Jordan, a long time regional and global leader in international peacekeeping and humanitarian efforts, only 40 women have been deployed over the last 10 years out of a total 61,611 peacekeepers deployed, making Jordan well off track to meet the Department of Peacekeeping Operations target of 20% women in all peace contingents<sup>2</sup>. Moreover, despite its role as a leader in regional peace making, gender experts have not formed a part of Jordanian delegations to peace process. In Jordan, challenges related to SGBV within the refugee community are immense. There is growing evidence of increased domestic violence, early marriage and other types of GBV – particularly as international aid and humanitarian support diminishes<sup>3</sup>. As was noted by the Special Representative of the Secretary-General (SRSG) on Sexual Violence in Conflict Zainab Bangura during her 2015 visit to the region, refugee women and girls continue to be at risk of sexual violence, exploitation and trafficking. Addressing these issues requires not only a scale-up of the humanitarian assistance, but also policies that enhance the protection of women and girls at the institutional level.

In Tunisia, after three years of transition, a new constitution was adopted on 26 January 2014, which includes provisions that ensure gender equality and parity (articles 20 & 46) and the elimination of violence against women and girls. The framework of the Truth and Dignity Commission (TDC) is an example of progress. The TDC, established under Tunisia's 2013 Transitional Justice Law, addresses violations of economic and social rights, including corruption and disappearances, as well as civil and political rights, and is mandated to develop a comprehensive individual and collective reparations programme for victims. 'Victim' includes not only an individual who has suffered harm, but also groups and family members and "every region which was marginalized, or which suffered systematic exclusion." The ability of the Commission to consider group victims as well as socioeconomic violations provides a framework that allows it to address the structural context that renders women vulnerable to violence, with transformative impact. The TDC has established the Women's Commission that is responsible for integrating a gender perspective in the work of all Commissions of the TDC, and the needs and rights of women are thus taken in consideration and ensured throughout the transitional justice process. The Tunisian national dialogue quartet, a coalition of civil society who steered the country towards an inclusive, rather than exclusive transition, was awarded the Nobel Peace Prize in 2015<sup>4</sup>. The quartet, one of whom was a woman, is an example of a success story in political dialogues, and a good example for the region to take forward also in the women, peace and security agenda.

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<sup>1</sup> <http://rudaw.net/english/middleeast/iraq/160820156>.

<sup>2</sup> UNSCR 1325 Shadow Report by the Arab Women's Organization in Jordan.

<sup>3</sup> 2015, Five Years into Exile, Care Jordan:

<http://reliefweb.int/sites/reliefweb.int/files/resources/carepercent20fivepercent20yearspercent20intopercent20exilepercent20execpercent20summarypercent202015percent20printpercent20finalpercent20recut.pdf>

<sup>4</sup> <http://www.theguardian.com/global-development/2015/oct/15/tunisia-national-dialogue-quartet-nobel-peace-prize-2015>.

## 1.2 Project Description

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“The Women, Peace and Security regional project was a reflection and result of the challenges and the changes in the region related to the status of women in the peace process and post conflict state building process”. Hence, UN Women’s Peace and Security in the Arab States Project is a intervention working regionally and at the country level with UN partners, national and regional partners, NGOs and civil society partners to address these challenges from the lens of women, peace and security and translate the concerns into concrete actions.

The project was implemented in Tunisia, Jordan and Iraq with a regional component covering the rest of the Arab world through partnership with the League of Arab States in Cairo, Egypt. Project implementation ran from 1 January 2016 until 1 January 2019. The project had an overall budget of EUR 3,204,925.

This regional project had two outcomes:

- **Outcome 1:** Member States able to adopt quality accountability frameworks, which are locally contextualized, to meet emerging threats and challenges.
  - Output 1.1 Tunisian NAP 1325 developed through a participatory drafting process involving relevant government and non-governmental stakeholders
  - Output 1.2 Jordanian NAP 1325 developed through a participatory drafting process involving relevant government and non-governmental stakeholders
  - Output 1.3 Increased capacities of Iraq government and Civil Society to implement the NAP 1325
- **Outcome 2:** The Arab League has established mechanisms and systems to support national commitment on WPS.
  - Output 2.1 Increased capacities of the Arab League to support exchanges between member states on the WPS agenda

Annex H provides a more detailed overview of project activities corresponding to outcomes and outputs.

According to the project document, this project sought to leverage the global normative framework on women, peace and security<sup>5</sup> to address the women’s rights and gender equality challenges faced in the region by countries both affected by crisis and transition, and those supporting communities displaced by crisis. To this end it targets Iraq and Tunisia as countries in crisis and transition, and Jordan – in its role responding to the Syria crisis.”

The project supported expertise on WPS in the region, through ensuring institutional capacity building of governments, the national women’s machinery, and civil society, on WPS commitments and increasing the evidence base. The project also worked with national bodies to develop accountability frameworks for the implementation of WPS commitments, in the form of national action plans. UN Women operationalized the project goals through:

- The provision of technical assistance within line ministries or relevant national bodies – such as the national women’s machinery – in the different governments or truth commissions. The programme aimed to create sustainable capacity at the institutional level to engage on WPS and

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<sup>5</sup> UN SCR1820 (2008), 1888 (2009), 1889 (2009), 1960 (2010), 2106 (2013), 2122 (2013) and 2242 (2015).

create a concrete action plan on SCR 1325 with measurable indicators. The work with governments and national bodies and the achievement of national action plans will result in policy change and the direct delivery of results to affected communities.

- The Arab League, which has given its commitment to promoting and supporting this work, took the lead as a convening entity and brokering political buy in. Member states had also indicated interest in working on this, including through the endorsement of a regional strategy on women, peace and security, and through regional fora where conflict, transitions and terrorism were at the centre of the agenda.

The initial focus of the program was on three countries (Iraq, Tunisia and Jordan). UN Women's regional office received a request for assistance from their office in Lebanon seeking support for finalizing a NAP 1325. Given the linkages between this request and the support from the Government of Finland on WPS implementation in the region, it was agreed to redirect funds from the regional component to UN Women in Lebanon, to provide support to the Government of Lebanon in drafting its NAP.

In each of the focus countries and the regional component, different context appropriate activities were developed by the project. In Jordan, a strong focus on research and PVE was initiated and implemented to raise awareness of PVE issues amongst local population. In Iraq, the project focused on providing support to women shelters in Erbil through funding the operations of these shelters to ensure they continue to operate. The project further provided support for media training on gender-sensitive reporting in emergencies through the regional component of the project.

For the regional component, the project partnered with the League of Arab States (LAS) to build and share knowledge on WPS in the region as well as support national capacities on delivering on WPS, with a particular focus on Egypt, as home of LAS. The programme also provided support to the Arab League in operationalizing the Arab Strategy on women peace and security both in order to ensure capacity to oversee and to provide expertise to countries.

UN Women's Peace and Security in the Arab States Project worked through a number of implementing partners in each focus country, these include the Jordanian National Commission on Women (JNCW), The Tunisia Ministry of Women, Family and Childhood, in Iraq Women Empowerment Organisation (WEO) and Baghdad Women Association (BWA), in addition to other partners as described in the stakeholder mapping in Annex B.

### Theory of Change

The project's ToC proposed that the project activities would lead to a better environment for the implementation of the WPS agenda and that this would ultimately lead to a peaceful and gender equal society. The project logic was based on the following:

**“IF (1)** an enabling environment for implementation of WPS commitments is created;  
**IF (2)** women participate in decision-making processes related to the prevention, management and resolution of conflict in a quality manner;  
and **IF (3)** the safety, physical and mental health and economic security of women and girls are assured, their human rights respected, and their specific needs met in the peace building and recovery process;  
**THEN (4)** societies will be more peaceful and gender equal;  
**BECAUSE (5)** evidence shows that women are drivers of peace and security, inclusive societies are more likely to be stable & post-conflict settings are opportunities to address underlying gender inequality barriers.”

This narrative explanation of the project logic, developed by UN Women, does not clearly distinguish between the outputs and planned outcomes. It summarizes results stated in the results framework, while adding additional focus on the 'safety, physical and mental health and economic security of women and

girls’, as presumably an expected outcome of the NAP implementation.

This narrative logic did not communicate the causal link between outputs (such as the strengthened public and civil society capacities, enhanced opportunities and capacities for participation in NAP development) and outcomes. In addition, instead of the outcomes used in the results framework, it seems to refer to what was identified as ‘pre-conditions’ in the graphic presentation of the theory of change developed by UN Women. Nevertheless, outputs are presented in the project document and the evaluation team used them to develop a graphic presentation of the theory of change (see image below).<sup>6</sup>

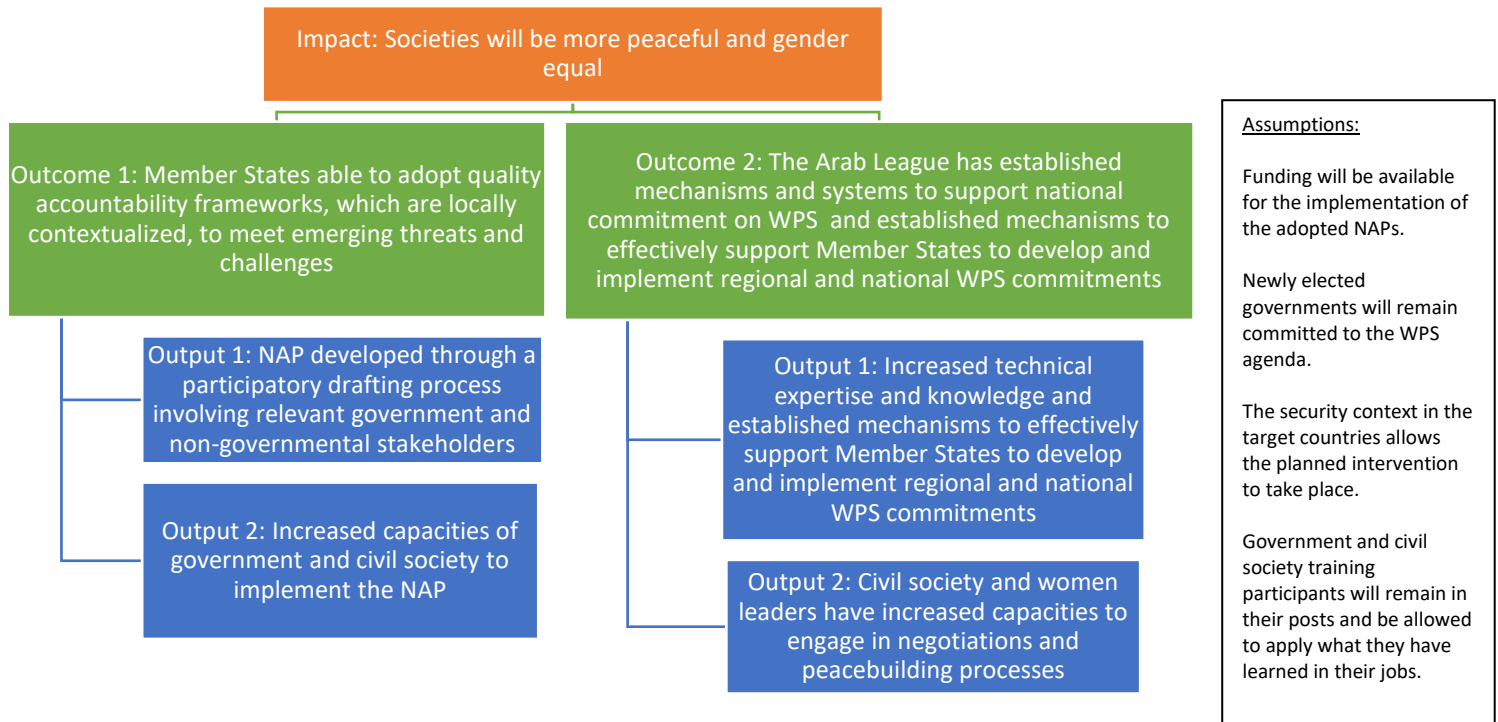


Figure 1: Project Theory of Change

Outputs under outcome 1 do not include some outputs stated in the graphic presentation of the ToC developed by UN Women, most notably increased awareness of civil society organisations of WPS issues, but one can assume this is an understood under ‘increased capacities’ (output 2). A regional action plan was also mentioned under outputs in the graphic presentation of the ToC developed by UN Women but not followed up on in the results framework.

Outcome 2 is not consistently formulated in the project document (where it does not refer to civil society empowerment and has only one output) and the results framework (where it has two outputs). The evaluation team used the more elaborated formulation of this outcome and its outputs, from the results framework (since this was also used for progress reporting by UN Women).

<sup>6</sup>The evaluation team chose to use the output formulation from the project document as it was more result-oriented, whereas some of the outputs presented in the results framework are akin to activities (i.e. setting up a Steering Committee, conducting a baseline study).

## 2 BACKGROUND

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### 2.1 Introduction

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In 2018, the UN Women Jordan CO commissioned a final evaluation of UN Women Women's Peace and Security Regional Project, which it managed. The evaluation seeks to inform UN Women's Project approach by providing insights and lessons learned from the project in terms of process, best practices and areas for improvement in order to inform a second phase of the project. In doing so, it strives to contribute to enhancing UN Women's approach to promoting women's engagement in peace negotiations and ensuring women's rights are recognised and addressed as priorities in recovery and post-conflict contexts.

The purpose of this evaluation was to assess the relevance, effectiveness, efficiency and sustainability of the Project. Two key points of emphasis that were integral to the evaluation process are that:

- The evaluation was conducted at two levels, through a regional and country lens to have an overall sense of the project, as well as the specific implementation and outcomes at the focus country level.
- The integration of the human rights approach and gender equality principles is key to the project and was a crosscutting theme across the queries.

The primary intended users of the evaluation were UN Women senior management and project teams as well as relevant stakeholders working on WPS and the donor.

### 2.2 Evaluation Objectives and Scope

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As per the TOR, the specific objectives of the evaluation are laid out below.

- Assess the relevance of the Project at national level and regional level, and to the needs and priorities of conflict-affect women – bearing in mind that the Project seeks to focus on policy work, rather than service delivery.
- Assess the effectiveness and efficiency of UN Women's contribution to creating an enabling environment for WPS and supporting women's participation in decision-making processes related to the prevention, management and resolution of conflict.
- Assess the extent to which the Project has promoted sustainability of Project results through increased national capacities and institutional mechanisms on WPS.
- Analyse how the human rights approach and gender equality principles are integrated in the Project approach and implementation.
- Identify and validate innovations, as well as lessons learned and good practice examples, in WPS work conducted under the Project.
- Provide actionable recommendations with a view to strengthen and replicate UN Women's work on WPS in the region and inform UN Women's future programmes and projects on Women, Peace and Security.

The scope of this final evaluation included a review and assessment of all activities carried out under the project. All activities that have been implemented from project launch through the time of evaluation fieldwork were considered to the extent possible. The evaluation assessed both the positive and negative changes produced by the project – intended and unintended, direct and indirect, as well as any changes in the social and economic environment in the country – as reported by respondents.

The geographical emphasis was on the regional component, the three-focus countries- Iraq, Jordan and Tunisia, where field missions were conducted. In addition, the evaluation also considered the project's support for developing the National Action Plan (NAP) in Lebanon.

The temporal focus of the evaluation was from the period of project inception in January 2016 to October 2018<sup>7</sup>.

## **2.3 Evaluation Methodology**

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### **2.3.1 Evaluation Approach**

The overall approach of the evaluation was theory based; it reviewed the theory of change as stated in the project documents as well as the robustness of pathways of change and the related assumptions in order to identify the underlying factors affecting change. The evaluation also adopted a utilization-focused approach, intended primarily to inform a second phase of the project (as well as the broader work in this area). Key questions were informed by the intended users of the evaluation, who also reviewed the inception report to ensure that it responded to their needs.

The evaluation was based on gender and human rights principles, as defined in the UN Women Evaluation Policy<sup>8</sup> and adhered to the UNEG norms and standards for evaluation in the UN System.<sup>9</sup> In each location, a discussion on the integration of gender equality and human rights (GEHR) in the project design and implementation, as well as results was conducted with respondents during FGDs and KIIs. The evaluation questions included a section focusing on gender equality and human rights, with a separate criterion on GEHR. The evaluation aimed to be participatory. The evaluation team conducted an initial stakeholder mapping to identify rights holders and duty bearers and determine who would participate in the evaluation process and in which way (please see Annex B).

The evaluation approach is comprised of three interlinked elements: (i) belief in the primacy of qualitative data, (ii) commitment to participatory methods and (iii) flexible responsive methods.

The evaluation adopted the OECD-DAC criteria of relevance, effectiveness, efficiency and sustainability of the Project. It also includes a separate criterion on gender equality and human rights. In addition, the evaluation has strived to document the key changes/ that could be observed/ documented because of project intervention, as well as the unintended results of the project. This also served to assess the logic of the ToC and suggest additional changes/ adaptations to align it with the project's overall goal.

Building on the key evaluation questions listed in the TOR, the team also elaborated a set of sub-questions and additional questions that would help to specify the exact data that needs to be collected in the field. Please see the evaluation matrix in Annex A for an overview of evaluation questions, key sub-questions and the additional questions formulated by the evaluation team. Evaluation tools were developed for each category of stakeholder to be interviewed (please see Annex D for the evaluation tools).

### **2.3.2 Data Collection and Analysis Methods**

The inception phase commenced with initial skype meetings with the regional and country offices in Egypt, Jordan, Tunisia and Lebanon as well as the Lebanon based donor. During the inception phase, desk review

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<sup>7</sup> Fieldwork in the three focus countries (Iraq, Jordan and Tunisia), and interactions with UN Women Lebanon and the regional project were completed in October and will be elaborated upon in the methodology section.

<sup>8</sup> Evaluation Policy of the United Nations Entity for Gender Equality and the Empowerment of Women (UNW/2012/8), UN Women Evaluation Handbook: How to manage gender responsive evaluation

<sup>9</sup> Evaluation Policy of the United Nations Entity for Gender Equality and the Empowerment of Women (UNW/2012/8), UN Women Evaluation Handbook: How to manage gender responsive evaluation



of project documents and initial skype calls with country officers were conducted to develop and refine the evaluation methodology, questions, stakeholder mapping, and the evaluation data collection tools.

Data collection, which entailed three field missions to Jordan, Tunisia and Iraq, followed the inception phase. One member of the evaluation team visited Jordan and Tunisia and two members conducted field data collection in Erbil, Iraq. Meetings in Cairo to cover some of the regional activities were also conducted with the UN Women regional office and some regional actors (a list of meetings conducted during the course of the evaluation is available in Annex C).

Table1: Field Mission Schedule

Field Missions	Dates
Tunisia	September 29- October 5, 2018
Jordan	September 28- October 4, 2018
Iraq	October 13-17, 2018

The evaluation team thus collected a broad range of data, by employing various qualitative data collection methods and processes as shown below.

1. Review of relevant documents and project monitoring data provided by UN Women and partners and collected whilst in the field;
2. Implementing interview protocols with key informants and in focus group discussions during field visits to Jordan, Iraq and Tunisia. These included project beneficiaries, local project stakeholders, UN Woman staff and staff of implementing partners as well as other stakeholders deemed necessary by UN Women and/or partner organisations.

During the fieldwork, the following data collection activities were conducted;

1. **Key informant interviews** were conducted with each project manager, and country team member involved in the implementation of this project, in order to collect information about activities and outputs, the number of beneficiaries, staff employed by the project, cooperation with key institutions, a collection of monitoring data and reporting, as well as any implementation challenges.
2. **Focus group discussions** were conducted with government partners, women machineries and ministries, NGOs, participants in training activities or micro-project interventions including participants in PVE activities in Jordan. to provide another perspective about the activities and their affects.

Table 2: Number of Key Informants in each location

Country	Number of Key Informants (by category)					Number of Key Informants (by sex)	
	Government	CSOs	Women affected by conflict	UN Women Staff	Other	Male	Female
Tunisia	7	10	0	3	1	6	15
Jordan	16	6	2	2	1	6	21
Iraq	9	5	4	3	0	2	19
Lebanon	0	0	0	1	2	0	3
Regional	0	2	0	2	0	0	4
<b>Total</b>	<b>32</b>	<b>23</b>	<b>6</b>	<b>11</b>	<b>4</b>	<b>14</b>	<b>62</b>

#### Sampling and selection process of the interviewees

The selection of stakeholders and sampling of evaluation participants was conducted in collaboration with the country teams and the regional office during the inception phase. The evaluation team exerted all possible efforts to identify all stakeholders (individuals or institutions) that participated in the project.



These included CSOs, government and end-line beneficiaries (i.e. those who participated in training sessions, women in shelters). In identifying duty bearers and rights holders, the evaluation team recognized that some stakeholders (such as CSOs and implementing partners) are identified as both duty bearers (providing a service or responsible for action) as well as rights holders (as representatives of rights holders and not rights holders in and off themselves). In terms of end beneficiaries (women and men), the team strived to meet a small sample of participants in the different events and projects to assess the outcome of these activities and their role in achieving the expected outputs and outcomes). The stakeholder analysis matrix presented below was updated during the field process to include the actual stakeholders who were interviewed via skype or in person. The selection criteria included: the level of involvement of the institution/ individual in the interventions, gender, type of organisation, and representation of final beneficiaries.

**Verification and triangulation of data** was carried out through the correlation of information obtained from (a) different (groups of) stakeholders, as well as (b) different methods. The evaluation team ensured that a combination of sources and methods provided evidence for the findings.

During the write-up phase, the evaluation team systematically compiled all data received. Meetings, in-depth interviews and focus group discussions were documented through note taking. These notes have been analysed using excel sheets to draw out the various themes and relationships among the relevant stakeholders in each setting. A brief for each country addressing the key findings conclusions and recommendations has been shared with UN Women along with a summary note, which provides an initial assessment. The main structuring criteria for this purpose were the evaluation matrix and evaluation questions provided by the ToR. All received information has been triangulated and only included as findings and lessons learnt in the report if it is corroborated by more than one source.

The evaluation drew on a mix of indicators to assess relevance, effectiveness, efficiency, sustainability, and the integration of gender equality and human rights. The first group of indicators was drawn upon to verify the achievements of the project indicators as originally anticipated in the project's logframe and M&E systems. It is important to stress that the indicators selected by the project focus on the output level. It is noted that they are mainly quantitative. In addition to reviewing achievements based on the project's selected indicators as presented in the logical framework, the evaluation team also selected a set of qualitative indicators to guide the team's assessment of project results and also provide a tool to examine the process of implementing the different project activities and results achieved. This second set of indicators, as specified in the Evaluation matrix, focuses on identifying the existence of evidence to substantiate Project success.

Findings, conclusions and recommendations were validated by UN Women and other stakeholders.

### **2.3.3 Ethical Considerations**

The evaluation has been conducted in accordance with the UN Women Evaluation Policy, United Nations Evaluation Group Ethical Guidelines and Code of Conduct for Evaluation in the UN system, and other key guidance documents. Ethical considerations include ensuring the consent of the participants for participating in meetings and key informant interviews and focus groups discussions. This was done by reading a consent form to the participants at the beginning of the meetings and obtaining their approval for participating. Confidentiality and anonymity of the data has been ensured. Participants' were only asked to state their first name, nationality and place of residence. No other personal information was collected during the evaluation. Raw data will only be made available to and reviewed by the evaluation team and UN Women.

The respective UN Women country offices ensured that the selected setting for the interviews was safe, confidential and considered to be a neutral setting to reduce bias in data collection. As much as possible, cultural sensitivity principles were applied (gender and nationality were taken in consideration in the set-up of the groups).

### 2.3.4 Evaluation Constraints and Limitations

- Security concerns in Iraq made it difficult for the team to access some of the project beneficiaries, and partners in Baghdad. Accordingly, skype interviews were conducted, and a thorough review of documents compensated for the inability to conduct a visit to Baghdad.
- The evaluation was not able to meet with anyone from the LAS, which made it challenging to develop a good understanding of the role of the league, the effectiveness of this component of the project and the extent to which the partnership with LAS, contributed to the achievement of the project outcomes. This was partially mitigated by a review of documents to understand the components of the regional work of the project.
- The absence of a budget document reflecting the expenditure of each component of the project, in the three countries, makes it challenging to assess the value for money and financial efficiency of the project in detail (e.g. there was no document reflecting how much of the project budget was disbursed to staff, and for each partner). The evaluation team had access only to the overall budget and some expenditures. These budgets were requested from UN Women but not received. Hence no cost efficiency per se was conducted.
- Meetings with conflict-affected women were not easy to organise and a small number of women were interviewed in Jordan and Iraq. This made it difficult to answer some of the evaluation questions with great accuracy. The evaluation team did not set out to meet a representative sample of women affected by conflict in the targeted countries. However, the majority of stakeholders engaged in project implementation were interviewed in the focus countries (including government, CSOs and other implementing partners in all countries but Lebanon).

## 3 FINDINGS

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This section is organised by the OECD-DAC criteria. Under each sub-section, the evaluators present the findings related to each evaluation question. Additional findings that do not conform to the evaluation questions are presented at the end of each sub-section.

### 3.1 Relevance

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**KQ:** Has UN Women adopted a strategic and relevant project approach to promote accountability and national commitment on WPS?

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**Finding 1:** This project is both timely and highly relevant in all focus countries, particularly in the context of the development of the National Action Plan (NAP). It responds to the needs of the national governments and regional institutions and its activities were mostly driven by stakeholders' priorities.

UN Women partnered with the **Jordan National Commission for Women (JNCW)**, a strategic partner with ongoing and long-standing relationships with UN Women, to lead the process of the formulation of the Women, Peace and Security National

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*“We felt that this is our NAP and that it reflected the realities and concerns of Jordan. This was not something that was forced down on us.” – Member of a Jordanian CSO*

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Action Plan (WPS NAP). JNCW formed a coalition that included relevant stakeholders from the security sector (army, civil defence and peace-keeping operations), relevant government ministries (), and CSOs. JNCW explained that the process of NAP formulation including the design and implementation of a research project, focus on women, and the prevention of violent extremism (PVE). This study was followed by consultations at the governorate level to introduce UNSCR 1325 and gather feedback on the key priorities that should be part of the Jordan National Action Plan (JONAP). JNCW reported that the consultations included both Jordanians as well as Syrian refugees, government representatives at the local level, as well as CSOs. JNCW adopted an open-door policy for CSOs in Jordan whether based in Amman or in any other governorate of the Kingdom. Participation was open to all interested CSOs in each governorate where consultations were held. JNCW advertised for the consultations through its wide network of NGOs and CBOs across Jordan. JNCW explained that this approach was chosen to ensure inclusivity and buy-in of different stakeholders. The coalition included CSOs working on women's issues from Amman and other governorates. Consultations with NGOs, CBOs and women themselves were held in Amman as well as the Northern and Southern governorates of Jordan.

It is difficult to assess whether Jordanian and Syrian women present represented individual or communal concerns. Nonetheless, the presence of Syrian women in the consultations (most affected by the conflict) indicates that the particular needs of this stakeholder group was represented to an extent during the consultation process. According to several stakeholders interviewed during the evaluation, the women who attended the consultations came from different governorates and were not only based in Amman.

Government and civil society organisations respondents explained that the JONAP content and its development was relevant to the country because of the particular context which includes being in the midst of several countries experiencing active combat and conflict, the presence of large numbers of refugees of different nationalities, and an economic situation that has worsened over the last few years. UN Women staff and CSO respondents explained that the security sector is not accustomed to working with CSOs further complicated the situation. According to the women who participated in the PVE project in Jordan, the security sector is viewed as a law enforcement agency that is not approachable by the citizens unless there is a law-related problem. The PVE project supported by the WPS project helped clarify the different roles that the security sector plays in Jordan to both CSOs and citizens. This has helped create confidence and trust between them according to the women interviewed. At the same time, according to the security sector staff interviewed, the work of CSOs and their work in the community was not clear to the security personnel which resulted in the absence of collaboration and coordination in the past.

The relevance of the NAP formulation process was facilitated by the Government of Jordan's (GoJ) commitment to WPS. A decree was issued by the GoJ to form a high-level steering committee to ensure that adequate coordination and immediate decision-making processes are in place to facilitate the process of formulation. In addition to the high-level steering committee, JNCW also formed a technical committee focused on addressing the main issues and concerns raised by local-level consultations as well as concerns at the national level. For their part, UN Women provided technical assistance and oversight to ensure awareness and to build capacity of local actors regarding WPS.

The activities implemented by the project in Jordan which focused on preventing violent extremism is particularly relevant to this country context. According to UN Women, Jordan remains stable amidst regional tensions but is not immune to radicalization threats. Preventing violent extremism (PVE) and integrating the participation and concerns of women in peace and security has become a priority for the Government of Jordan, especially as it fulfills its commitments to UNSCR 1325 and 2242 on Women, Peace and Security. UN Women Jordan and the Jordanian National Commission for Women commissioned Al-Hayat Center for Civil Society Development - RASED and Search for Common Ground to conduct a study on the gendered dimensions of radicalization in Jordan. The research focused on the perceptions of men and women of radicalization in their communities, the risks that women and girls may face from radicalization, the roles that women occupy in both the radicalization and deradicalization processes, and whether

current efforts at deradicalization are gender-sensitive. The study found that both men and women perceive radicalization to be occurring in their communities and in universities. The majority of respondents also believed that women are at greater risk from radicalization than men and that it could exacerbate existing limitations on women's freedom and access to their rights. The study also examines the role of religious leaders and mothers in radicalization. Findings from the study inform the development of Jordan's National Action Plan on Women, Peace and Security as well as future programming efforts aimed at PVE.<sup>10</sup>

Moreover, the JONAP content focuses on responding to the refugee crisis by developing a pillar focused on improving humanitarian response and the engagement of women in humanitarian response to improve services to women affected by conflict. This includes training and awareness raising, for example. In addition, thanks to the findings of the above-mentioned PVE study, the JONAP includes a pillar on the importance of integrating women in efforts to combat violent extremism which recognizes the situation of Jordan as a hub for recruitment of extremists, as well as the potential role that women particularly mothers and sisters can play in early warning and identifying risks. Following the PVE study, an awareness raising programme targeting mothers in areas prone to the recruitment of violent extremists was conducted by the Al-Hayat center. According to the trained mothers who were interviewed by the evaluators, this was very relevant and timely for them.

UN Women in Tunisia partnered with the **Ministry of Women, Family and Childhood** which led the process of formulating and drafting the Woman and Security National Action Plan (WPS NAP). According to UN Women staff in Tunisia, the Ministry played a crucial role in leading this process and mobilizing other ministries such as the Ministry of Interior, Ministry of Defence, Ministry of Social Affairs, Ministry of Justice, in addition to building relations with the Ministry of Constitutional Institutions and Civil Society, Ministry of Finance, and the Ministry of Communication Technologies and the Digital Economy.

Key informants explained that the NAP writing process followed an inclusive approach with a steering committee representing 15 key ministries and ten civil society organisations, as well as four technical committees contributing to the development of the National Action Plan. The Ministry representatives noted that, as the number of CSOs directly participating in the elaboration of the NAP had to be limited (only 10 CSOs) for practical reasons, a consultation meeting with a wider set of CSOs representing different regions and governorates of the country was also organized. The first draft of the NAP was presented to this extended group of CSOs and the feedback provided was incorporated in the final version of the NAP that was endorsed and officially recognised by the government.

The selection of CSOs that were involved in the writing process of the NAP was managed by the Ministry of Women. A Ministry representative explained that they launched a public call for participation and received a number of applications from CSOs. The selection process was governed by specific criteria (e.g. experience in the field, level of expertise, reach). The same Ministry representative also noted that the participation of CSOs in this process was very important for the ministry as well as for UN Women to ensure not only that the approach was inclusive and participatory, but also that the NAP is comprehensive and reflected different perspectives.

In line with the Tunisian government's efforts since 2011 to promote gender equality and parity of women, the NAP content focuses on increasing prevention and protection of women from violence and the enactment of laws and regulations that promote gender equality. Amongst the expected results articulated in the NAP are:

- Enact laws, legislation and provisions that take into account the principle of parity between women and men in all elected bodies, independent agencies and positions held at both local and national levels.
- Align national procedures and mechanisms for the protection of women and girls against violent extremism and terrorism with international standards.

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<sup>10</sup> <http://jordan.unwomen.org/en/digital-library/publications/2016/7/un-women-and-jncw---women-and-violent-radicalization-in-jordan>

- As explained in the preamble clauses of the Tunisia 1325 NAP, and elaborated on later in this report, the development and endorsement of the NAP will support existing national plans on women empowerment such as the National Strategy for the Economic and Social Empowerment of Women and Girls in Rural Areas 2017-2020, as approved by the government in March 2017 and the implementation of the women, family and childhood sectoral anti-terrorism plan, within the National Plan.

In **Iraq**, UN Women worked with two well-established CSOs who have been part of the 1325 Alliance since its establishment, **Women Empowerment Organisation (WEO)** and **Baghdad Women Association (BWA)**. The UN Women team in Kurdistan Region of Iraq (KRI) explained that the political conditions made it necessary for UN Women to work with a KRI-based CSO and a Baghdad-based one. Although this arrangement may not seem ideal to the two CSOs, it was deemed as the only possible solution for the implementation of the project. UN Women developed adequate relationships and working arrangements with relevant stakeholders both within KRI and the Iraq Federal Government in Baghdad to ensure buy-in and support for the project activities.

Key informants explained that the project was relevant to the Iraq's context because it responded to the needs of the government and was mostly driven by stakeholders. The INAP pillar on protection and participatin which was implemented through the activities of the project focused on improving access to services to SGBV and IDPs as well as improve their treatment by police and other law enforcement agencies.

In addition, in the context of ISIL advancements and the subsequent crisis of refugees and IDPs, the NAP implementation focused on the most pressing need which was providing protection to survivors of CRSV and other women affected by other forms of violence. UN Women adopted a strategic approach by building partnerships with a wide range of stakeholders in the Kurdistan Region of Iraq (KRI) and with the Iraq Federal Government in Baghdad. According to different stakeholders interviewed in KRI, protection of women and the continuation of the services provided by women's shelters was a key priority that the implementation of the INAP helped achieve. The relevance of the protection and participation axis was heightened by the fact that due to the economic embargo on KRG, no funds were available to continue the operation of the shelters in Erbil. The implementation of INAP, through the project, enaled the continuation of the services and the protection of survivors of GBV.

UN Women in Iraq reported that the implementation was demand-driven by national partners including governments, CSOs and local media who recognised that the situation of refugees and IDPs require a strong focus on protection and that the implementation of INAP would allow them to provde peace and security to those most affected by the violence. Key informants in Iraq pointed out that the WPS project was timely, as the Iraq National Action Plan (INAP) had already been developed with support from UN Women prior to the commencement of the project. The political and regional conditions in Iraq were marked by severe attacks on women in the aftermath of the Islamic State of Iraq and the Levant (ISIL) advances, which key informants believe strengthened the relevance and interest in the project and its activities, both for the Kurdistan Regional Government (KRG) and for the Iraqi Federal Government.

UN Women staff explained that the project derived its relevance from the nature of Iraqi society which exemplifies conservative and discriminatory norms in what concerns women and gender equality. They maintained that the INAP was developed prior to the advancement of ISIL. However, with the establishment of the Cross-Sector Task Force (CSTF) in 2014, a one-year emergency plan to respond to the advancement of ISIL, the implementation of the emergency plan and INAP became more locally relevant and demand-driven as it provided the necessary framework to enable the 1325 Alliance to focus on protection, prevention and participation. The implementation of INAP was timely as it responded to a crisis situation following the advancement of ISIL in Iraq. The 1325 Alliance with government support allowed for the provision of protection to survivors of GBV inside and outside camps. The project also helped the 1325 Alliance develop a complete case management process.

Different stakeholders in Iraq said in interviews that UN Women's support for the 1325 Alliance allowed them to work with the central government in Baghdad in an effective and efficient way. On the one hand, CSOs in Baghdad leveraged the support of UN Women to advocate for government support and receipt of permissions to work inside IDP camps. Baghdad-based CSOs also managed to hold several meetings with relevant government ministries to explain and advocate for their involvement in the provision of services to IDPs, especially women. Lastly, the project allowed for coordination and collaboration between Baghdad and KRI civil society groups. This further enabled the project to be relevant to the needs of the direct (or targeted) beneficiaries (members of the coalition). According to the interviewed stakeholders, UN Women's support provided the necessary political leverage to advocate with the central government for the allocation of budgets, as well as endorsement of the INAP and its implementation process.

UN Women adopted a strategic approach in its engagement with LAS to promote a regional response to WPS and encourage more countries in the region to adopt 1325 national action plans. UN Women's strategic approach was to build on previous work done by LAS. Prior to the commencement of the WPS project, the League of Arab States (LAS) expressed considerable concern for the protection and empowerment of Arab women in the region through the adoption of the Strategy and Executive Action Plan for "Protection of Arab Women: Peace and Security" by Resolution 7966 of the 144<sup>th</sup> Ordinary Session of the Council of the League of Arab States at the Ministerial Level on 13 September 2015 (R. 7966 - O.S. 144 - S 2 - 13/09/2015), which was prepared by the League's Women, Family and Childhood Department (LAS-WFCD) in collaboration with Arab Women Organization and UN Women. The abovementioned Strategy and Action Plan served as essential tools for Member States to advance the development and implementation of national plans relevant to women, peace and security and serves as the overarching framework for implementing WPS commitments on the regional level.

According to UN Women regional staff, developing a regional component for the project through working directly with LAS was strategic and necessary given the current context in the Arab region. Key Informants underlined the importance of the WPS agenda in light of the situation in the Middle East and the overall situation of women's rights and empowerment across the 22 Arab countries. Only two Arab nations had taken steps towards the development of National Action Plans, namely Iraq and the Occupied Palestinian Territories, prior to the commencement of the project, a fact which speaks to the relevance of the project's regional component.

UN Women staff explained that the encouragement of Arab governments to engage in WPS through the LAS was necessary to ensure the adoption of an agenda that is inclusive of women. However, the evaluation team noted that although engagement with LAS was a sound strategic approach, there is no evidence that this engagement was leveraged across the region. Discussions with different stakeholders in Lebanon, Tunisia and Iraq indicate that only one CSO in Erbil was familiar with the work of LAS regarding WPS in general and was not fully aware that they were part of this project. Only in Jordan and through JNCW, there was an awareness of the role of LAS. At the same time, several CSOs in Jordan told the evaluation expert that there is a bigger role that LAS can play at the governmental level to ensure that nation-states have an interest and commitment to the WPS agenda.

The project's regional component, through the activities with the regional networks on women and conflict or through the media training, has increased awareness and knowledge about WPS amongst various stakeholders. The evaluation team did not see evidence that the regional component has increased national ownership of WPS processes or accountability mechanisms.

Accountability mechanisms were promoted by the project in ensuring wide participation of all relevant stakeholders as well as the clear articulation of roles and responsibilities for each relevant stakeholder. In the case of Jordan, an M&E training was also conducted to support the development of a monitoring system for the NAP. In Tunisia, a gender-sensitive budgeting training also supported the development of initial understanding of the importance of allocating government budget to increase attention to gender issues and WPS. In Iraq, there were no clear accountability mechanisms in place. Stakeholders interviewed in Iraq explained that this was one of the shortcomings of the implementation of the INAP. Therefore,

while the project did implement some individual activities in this field, the evaluators did not find a significant strengthening of accountability mechanisms as such.

In Lebanon, UN Women worked with UNIFIL is also a key partner engaged in peace keeping in the country. In fact, in addition to local stakeholders UN Women worked with 5 UN agencies for the development of the NAP in Lebanon. The process of NAP formulation in Lebanon was demand-driven by the government of Lebanon who presented a request to UN Women regional office for assistance and support. The team in Lebanon started the process by conducting a situation analysis to understand where the country stood regarding 1325. This was followed by a questionnaire to get an understanding of the landscape. It was noted that there were national and local consultations in 2012-2017 and only one of them brought Palestinian CSOs to the discussion table (women organizations). To ensure inclusivity and participation, 17 FGDs were conducted with women all over Lebanon. These included Palestinians and Syrians, and Iraqis and Palestinians from Syria because their needs are different and the discrimination is different.

In Tunisia, the government wrote in the preamble of the NAP that it is a priority as it responds to the national development plan.<sup>11</sup> For Jordan, the plan is aligned with national priorities as well in terms of responding to the Syrian Refugee crisis, increasing the participation of women in peace building operations among other key topics.<sup>12</sup>

Last but not least, the development of the NAP in Jordan, Tunisia and Lebanon and the implementation of INAP in Iraq ensured the participation of CSOs. Nationwide consultations were held in Jordan and Tunisia and included the participation of many CSOs, some continue to be engaged in activities with the national machineries in both countries.

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**Finding 2: The project complemented other regional and national initiatives. Some of these initiatives were led by UN Women and others (such as in Iraq, Tunisia and LAS) efforts had already been implemented prior to the commencement of this project to push forward the WPS agenda at regional and national levels.**

Representatives of the Government of **Jordan** explained that the development of the WPS NAP was complemented by other efforts of the Jordanian Armed Forces (JAF). Through partnership and collaboration with NATO, the JAF had already initiated a process of assessing the role of women within the army as well as initiatives to enhance women's participation within all sectors and units of the army. According to the JAF women's department, the process of NAP formulation was timely and helped increase the relevance of JAF plans to increase women's participation. The head of the women department in JAF explained that through work with the project they have developed concrete action plans and managed to implement a paternity leave as well as an hour for breastfeeding for female recruits. She further elaborated that through work with the project, they are in the process of developing a guide

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<sup>11</sup> The National Action Plan of Tunisia states: "The National Action Plan for the Implementation of Security Council Resolution 1325, submitted for approval, is the only indicator of Objective 4 "Supporting the effective participation of women in the fight against and their contribution to the dissemination of peace and security at national, regional and local levels" of Impact No. 2 of the National Plan for the Integration and Institutionalization of the Gender Approach recently approved for the period 2016-2020 . This plan is also an essential element of the implementation of the women, family and childhood sectoral anti-terrorism plan, within the National Plan. In this perspective, a national Anti-terrorism / Anti-extremism strategy was developed under authorization of the President of the Republic at the meeting he chaired on February 12, 2015, by the National Counter-terrorism Committee, created by virtue of Organic Law N° 2015-26 mentioned above. This strategy is based on four pillars: prevention, protection, monitoring and response. It is intended to be implemented within the framework of good governance, the rule of law and respect for human rights. The plan supports and accompanies the provisions of the National Strategy for the Economic and Social Empowerment of Women and Girls in Rural Areas 2017-2020, as approved by the government in March 2017. The pillars of this strategy include the economic and social empowerment of girls and women in rural areas, promoting their participation in public life and improving their quality of life in rural areas. In addition, the aim is to provide accurate and up-to-date information on the situation and needs of women in rural areas and to make such data available to responders and adopt them in development plans. Source: Tunisia National Action Plan.

<sup>12</sup> JONAP - <http://www2.unwomen.org/-/media/field%20office%20jordan/images/publications/2018/jonap%202018-2021%20unscr%201325.pdf?la=en&vs=5624>.

of ethics that all recruits whether males or females will receive and in which they highlight gender equality and roles and responsibilities of men and women in the army in a clear manner.

Likewise, the NAP formulation process complemented the initiatives of the Jordan Peace Keepers' training center that partnered with the Swedish Police to upgrade the Jordanian centre's training modules and received a well-recognized certificate as a leading training center in peace keeping operations in the region. According to officials at the training center, this institution had developed a gender

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*“We have suffered from long years of fighting and displacement. Women are mostly affected by the war. With the advances of ISIL and the stories coming out of the occupied areas, the project became even more relevant as we tried to deal with the women fleeing the fighting and the violence.”*

*- Member of the High Council for Women, Erbil*

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policy prior to the commencement of the project but the value added of the project was that it enabled them to articulate plans to increase women's participation in a more systematic and holistic way. The officials explained that prior to the project, they were trying without a clear strategy to engage women in peace operations. Following the project, they have allocated specific quotas for trainings for women (reaching 50% of the trainees) and advocating more with women to join the peace operations. The officials also explained that they often use returnees from peace keeping operations to talk to the families of women who are prospective deployees to encourage them to send their daughters/wives to the missions. The officials at the training center explained that this was the result of working closely with the project.

In parallel to this project, UN Women in **Jordan** has also been implementing a complementary project in close collaboration with CSOs. The project, Women Peace and Humanitarian Fund (WPHF), focuses on increasing the participation of women at the local level in activities that affects their lives. WPHF provides both consultation sessions as well as psychosocial support to women, which enhances the overall approaches advocated by JONAP in increasing the participation and involvement of women affected by conflict in decisions that affect their lives. This indirectly supports the promotion of the role of women leaders and their engagement in decision making processes. CSOs implementing this project were part of the coalition leading the development of the JONAP.

In **Tunisia**, different stakeholders, including the Tunisian government and civil society organisations, confirmed that the WPS project complemented existing government and other stakeholders' plans in the country. The officials from the ministries who were interviewed confirmed that the project was initiated at the right time, given the fact that the Tunisian parliament had just adopted the new 2014 constitution which was widely perceived as pivotal for the country's successful transition towards a more open and democratic social and political regime. Furthermore, government representatives explained that, since the revolution in 2011, Tunisia has embarked on a series of reforms of its justice and security systems which emphasized the prevention of all forms of gender related violence. This reform attributes special importance to the training of managers on human rights and gender issues and envisages the adaptation of institutions to the care of women survivors of violence.

The key informants noted that the WPS project allowed the country to further the implementation of these commitments by providing capacity building and technical assistance on how to develop the NAP, the gender-sensitive budgeting and building of a coalition around WPS agenda in general. Representatives of civil society organisations confirmed that the WPS project activities were relevant to them, as they supported them to develop their capacities and knowledge related to NAP1325. “This project allowed us to develop activities, aiming to enhance women's equality and participation in political process”, President of Aswat Nissa reported.

In Iraq, the project supported the implementation of the emergency response plan to the ISIL crisis. According to the interviewed stakeholders, WPS issues are of direct relevance and importance to Iraq,



especially in KRI. Members of the committee implementing the NAP reported that, due to the advancement of ISIL, they designed an emergency plan and prioritized women’s protection as the key intervention by the NAP. Stakeholders in KRI explained that domestic violence in the region is very high compared to other forms of violence. As a result, the support rendered by UN Women to the women’s shelters was relevant to the KRI. Furthermore, key informants also noted that due to the economic crisis in KRG after 2015, the provision of support to the shelters was a major priority for both the government and the CSOs alike. It was made clear in interviews that without this support, the services rendered to women survivors would have been dramatically reduced.

The duration of the emergency plan was limited to one year and aimed at helping the victims of ISIL to access services. The Alliance called on the different actors to support the emergency plan. Some funding was provided by different actors who provided various health and education services and opened schools outside or inside the camps. CSO representatives in Baghdad reported that many of the displaced people were staying in different places outside the camps and were mostly Arabic speaking, so centers and schools had to be opened for them.

### 3.2 Effectiveness

**KQ: How successful has UN Women been in promoting women’s participation and protection in the WPS agenda?**

**Finding 3: The progress towards expected outputs is evident with seven outputs achieved, two partially achieved, one on track, and two experiencing delays.**

The achievement of the expected outputs indicate that the project has contributed to the achievement of outcomes as outlined in the Project/project plan. A small number of outputs in Jordan are delayed while others have been exceeded. In Tunisia, the project has also achieved its intended outputs, by the adoption of the NAP through a participatory approach as well as all its outputs. In Iraq, the intended outputs and targets were perhaps ambitious leading to limited achievements towards intended outputs. Nonetheless, the project in Iraq has achieved good progress considering the limited resources. Table 3 provides a summary of progress against expected outputs as reported by project staff and project documents.

Table 3: Project Progress Towards Intended Outputs

Outcome	Output	Progress Towards Outputs	Status
<b>Outcome 1.1: Tunisian NAP 1325 developed through a participatory drafting process involving relevant government and non-governmental stakeholders</b>	<b>Output 1:</b> Creation of SC for NAP drafting process	The steering committee was created and included 15 ministries	<b>Achieved</b>
	<b>Output 2:</b> Creation of an inclusive WPS Consortium (demonstrating buy-in by civil society, which constitutes a ‘CS task force’)	10 CSOs were part of the technical committee created by Ministry of Women and were part of the drafting process of the NAP. Four of them were working on project directly with UN Women aimed at promoting WPS agenda at different levels.	<b>Achieved</b>
	<b>Output 3:</b> Completing Steering Committee and Consortium ownership process	The NAP was developed by the steering committee, and government actors took ownership of the project with technical support of UN Women. A consultation workshop was organized with CSOs that were not directly involved in the NAP writing process.	<b>Achieved</b>
	<b>Output 4:</b> Baseline Study of WPS for NAP	A baseline study was conducted at the beginning of the project by CREDIF	<b>Achieved</b>

Outcome	Output	Progress Towards Outputs	Status
	<b>Output 5:</b> Civil Society (CS) more actively engages in monitoring government's performance on NAP and WPS as a whole (such as linking NAP to national budgeting and planning frameworks, proposing legislative elements).	The study "Cartography of Tunisian civil society organizations in the field of WPS" was finalized and published. Civil society organizations were part of the technical committee in charge of drafting the NAP. In addition, the project supported the implementation of gender-sensitive budgeting training to prepare the government for allocating budget for gender equality.	<b>Achieved</b>
<b>Outcome 1.2.1: Jordan NAP is developed and adopted</b>	<b>Output 1:</b> JNCW, and the Coalition are able to finalize a focused, action-ready and costed NAP, and advocate for its adoption, with financial and technical support	JONAP formulation process finalized and the NAP has been adopted by the Jordanian Cabinet. In addition, a costing exercise was conducted in Jordan and UN Woman has secured 7 million USD of the required 9 million to implement the NAP. In addition, an M&E system for the NAP is currently being developed.	<b>Achieved</b>
	<b>Output 2:</b> Jordanian model (NAP development and final product) is shared as a good practice/ example regionally and internationally [along with Finland, LAS, possibly Serbia]	JNCW conducted visits to Tunisia and Lebanon where the experience was shared. In addition, the JONAP process was presented to LAS in Cairo as a best practice example. The model was not presented with Serbia.	<b>Achieved</b>
<b>Outcome 1.2.2: Implementation of Jordan NAP has started</b>	<b>Output 3:</b> JNCW, the Government, the Security Sector and the Civil Society implement the NAP with support from targeted financial and technical assistance	Activities implemented within the framework of the NAP include the CRSV training for peacekeepers; Research on CRSV and accountability mechanism; JAF gender audit - by DCAF/NATO; Provision of support to the Police in order to improve the curriculum and increase participation of women in Police force – by the Government of Sweden; "Support to the Police for Better Female Police Officers Training" – by UNICEF. UN Women secured the creation of a pooled fund and received confirmations from different donors (UK, Norway, Spain) to provide 7 million USD out of the necessary 9 million USD for the implementation of NAP. National actors have developed sector-specific plans based on the JONAP	<b>Output on track</b> (exceeding the target on financial assistance. USD 8 million out of 9 million needed secured)
	<b>Output 4:</b> Gender-sensitive social cohesion and PVE initiatives are designed, supported and implemented	One project implemented with Al-Hayat Center. The project raised the awareness of university students as well as mothers on recognizing early signs of radicalization. Research on women and PVE finalized. UN Women participated in several PVE initiatives with UNDP.	<b>Output slightly delayed</b> , due to delays in developing the Jordan PVE strategy. UN Women has attempted to integrate PVE in all activities. Given the absence of a national strategy on PVE, efforts are limited.

Outcome	Output	Progress Towards Outputs	Status
	<b>Output 5:</b> Stakeholders are better enabled and empowered to address issues related to CRSV and its accountability	The target is to engage three CSOs by December 2018. At the moment UN Women has engaged Hayat CSO and UN joint action funding. However, the activities have not started yet. There are plans to link CRSV with the 16 days and conflict related sexual violence. UN Women provided training to the members of the coalition and the steering committee on how to deal with GBV and trauma. However, due to the sensitivity of CRSV, it is difficult to start the process. Conditions and support to CRSV survivors are included in the JONAP.	<b>Output Experiencing Delay</b>
	<b>Output 6:</b> Conditions for inclusive and efficient NAP monitoring, reporting and evaluation system are in place [including the constitution of the NAP baseline here]	JONAP has been costed and financial assistance secured with support from different donors. Development of action plans within sectors completed. UN Women continues to provide support on M&E and development of indicators and measurement of achievements.  The steering committee and the ME group of the JONAP met in October and November and the M & E framework will be finalized in December and validated by SC of JONAP and baseline finalized	<b>Output on track</b>
<b>Outcome 1.3: INAP, product of broad Steering Committee and Reference Group, achieves initial implementation through focus on Protection pillar</b>	Output 1.1: Increased capacities of KRI and Baghdad authorities and civil society to operationalize INAP with emphasis on protection and prevention	Government and civil society fully supportive of the INAP implementation processes. UN Women recognizes that the target of 20-30 shelters operating was perhaps not realistic to start with. The project managed to maintain 4 shelters and improve the living conditions in them.	<b>Output partly achieved</b>
	Output 1.2: Partners in government and CS have heightened awareness of WPS needs, and are able to ensure strategy for INAP implementation and monitoring over 3 years is in place	The project supported the establishment of an SGBV database to facilitate the flow of information and services between the different partners. In addition, the project supported the alliance of 1325 in Iraq in raising awareness about WPS and strengthening the coordination between government partners and CSOs. However, the INAP did not have a monitoring mechanism in place.	<b>Achieved</b>
<b>Outcome 2 ROAS: The League of Arab States has capacities to support Member States to implement WPS agenda and civil society leaders are empowered to effectively participate in peace processes in the region</b>	<b>Output 1:</b> League of Arab States has increased technical expertise and knowledge and established mechanisms to effectively support Member States to develop and implement regional and national WPS commitments	LAS representatives report increased technical expertise and knowledge gained through training and other capacity building activities, which helped them to establish the women in crisis committee and ensure the endorsement of the committee's terms of reference in the Council of Ministers. The engagement of civil society leaders in the regional activities has been minimal according to the CSOs interviewed in Tuisia, Jordan and Iraq so this outcome is partially achieved.	<b>Outcome partially achieved</b>

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**Finding 4:** Although the project faced many internal and external challenges which affected implementation, however governments commitment in all focus countries, the resilience and flexibility of UN Women and the Finish government enabled the project to adapt and respond to challenges in an effective manner.

A variety of key informants confirmed that the main enabling factor that contributed to the achievement of results is the political interest in each of the focus countries in the implementation of the WPS agenda in general. In Jordan, Lebanon and Iraq, there was a strong government commitment to the process and the development of the NAPs (or draft the NAP in the case of Lebanon).

The effectiveness of the project and its implementation strategies were heightened by its flexibility and ability to address challenges that were encountered by the implementation team in all focus countries. One of the main implementation challenges reported by respondents in all countries except Lebanon, was the turnover of UN Women staff and the changes in leadership of the country offices. The following paragraphs present an overview of other challenges encountered by the country teams.

In **Jordan**, one of the key implementation challenges reported by UN Women staff was the fact that regional management of the project initially rested with the UN Women Jordan country office. Some regional work was also carried out from Cairo and stakeholders reported insufficient coordination and interaction between the regional office in Cairo and the country team in Jordan. This was an additional burden for the team in Jordan as they struggled to coordinate regional activities whilst the regional office in Cairo was engaging with LAS.

Other challenges reported in Jordan included the overall weakness and limited capacity of the CSO sector, reported by UN Women and JNCW staff. UN Women staff team reported that they provided technical support and coaching to the CSOs to enable them to play a more active role and to understand their roles as members of civil society. Another important challenge reported by the stakeholders included the initial absence of trust between the different governmental bodies and CSO actors, evident from interviews with both groups. This was particularly the case between the security sector and CSOs, both of whose representatives explained that they had never worked together earlier and had stereotypical views about each other's role. According to UN Women team in Jordan, building trust and consensus between the stakeholders was time consuming and demanding. During the life of the project, Jordan experienced several changes in government, which according to UN Women staff led to delays as each change necessitated a new introduction of the project to the new leadership.

In **Iraq**, UN Women staff noted that the complex political context, coupled with an economic crisis and friction between KRG and Iraq Federal government, made the intervention particularly challenging. This includes the difference in laws and government commitment across regions. KRI has endorsed a domestic violence law allowing for the establishment of shelters and providing protection to survivors of violence. According to the informants, the Iraqi central government has not adopted or endorsed a domestic violence law and hence there are no shelters in Baghdad. According to WEO director, the situation in the south is further complicated due to the strong convictions of religious leaders as well as the conservative nature of the tribal society.

Other challenges encountered by the 1325 Alliance members in Iraq during the course of the implementation in Baghdad were mainly administrative permissions from the ministries as the Alliance needed to work on the operation of 1325. With the cancellation of the Ministry of Woman in Baghdad and the absence of a national counterpart at the Baghdad level, it was difficult for the project partners to adequately secure the needed support to carry out activities in a timely fashion. Hence, the Alliance needed to work with the different line ministries, which required time and effort to ensure the acquisition of approvals. As challenging and time consuming as this process was, stakeholders acknowledged that it helped bring ministries in Baghdad together, so they could work together. According to the Baghdad

Women Organization, they were not allowed to work in some of the camps where they wanted to implement awareness and the psychosocial support – this was only made possible after they received approvals from different line ministries.

In **Lebanon**, one of the important challenges was the presence of two women-focused machineries that the project had to work with, the Women’s Commission for Lebanese Women and the Ministry of Women’s Affairs. Nevertheless, the project managed to work with both despite their bilateral challenges and issues. Coordination was also a challenge in Lebanon as UN Women had to work with five UN agencies for the development of the NAP as well as with the United Nations Interim Force in Lebanon (UNIFIL). This required effort from the team members in Lebanon at a time when there were only two staff members working on it.

Some of the challenges listed above focus on political and contextual changes that are well beyond the control of the project, such as government changes in Jordan, the abolishment of the Ministry of Woman in Iraq and the presence of two women-focused machineries in Lebanon. They could not have been predicted but the project worked hard to mitigate their impact. Nonetheless, some of the challenges would need further attention to the capacities of CSOs in the Arab region. The key weaknesses and fragmentation of the CSO community is a challenge to all agencies working with CSOs. As reported in Jordan and Iraq, the absence of clear roles and responsibilities amongst CSOs as well as the lack of coordination require further institutional strengthening and capacity building of CSOs regarding their roles.

The second area that could improve effectiveness is to ensure that management mechanisms serve the project and not a country office. This project with a title “regional project” is a multi-country project with a regional dimension that does not focus on increasing collaboration and exchange between the focus countries. The project was managed from Jordan although the regional component was being implemented from Cairo. Ensuring the regional projects have clear management and oversight mechanisms in place could be one approach to removing implementation barriers. Another one would be to ensure the presence of regular joint activities and the supporting the building of multi-level coalitions to support WPS at the regional level.

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**Finding 5: Member states were able to adopt some accountability frameworks in the form of the development of the NAPs themselves. Member states are at different levels in the process of adopting and operationalizing the NAPs. In Jordan, the NAP was adopted, and a pooled fund created to start implementation. In Tunisia, the NAP was adopted and in Lebanon a draft NAP has been drafted. In Iraq NAP 1 was implemented and the 1325 Alliance are in the process of planning for the development of NAP 2.**

In **Jordan**, UN Women staff explained that the project built on the wide network of CSOs affiliated with JNCW to promote inclusivity and participation. In parallel, UN Women worked individually with relevant stakeholders such as JAF and the Peacekeeping Training Center. UN Women focused on building on the existing initiatives and plans of the different stakeholders by providing technical support and strengthening existing linkages between stakeholders and their partners. For example, they held a workshop bringing together the Peacekeeping Training Center and the Swedish police (existing partners) in October 2017, with support from United Nations Department of Peace Keeping Operations (UNDPKO) and the participation of JNCW. The workshop focused on ways to improve the role of women in peacekeeping operations. The recommendations that emerged from this activity were adopted by the Peacekeeping Training Center. Likewise, a gender audit conducted by DCAF/NATO of JAF resulted in an action plan developed by JAF to increase the participation of women at various levels in the army. This is an intervention that could be replicated in other countries.

The project managed to integrate WPS within other national strategies and approaches, thus making it a priority for Jordan. Stakeholders interviewed during the evaluation have provided mostly positive feedback about the process and its end results. Stakeholders believed that the JONAP was inclusive, that it responded to national priorities, and that it resulted in changes in local approaches and mind-sets. For example, a member of a national quasi-governmental body interviewed during the evaluation explained that before participation in the JONAP process, she did not believe that women should have a high representation in the security sector. She went on to explain that after engaging in the JONAP process, she now understands the value and role of women within the security sector.

Interviewed stakeholders from the security sector and CSOs alike explained that, prior to this project, they had limited coordination or collaboration with the each other. Except for collaboration between JNCW and the Peace Keeping Training Center, the process of JONAP formulation built an understanding and initial trust between these two sectors which traditionally operate from different premises and within different domains. This unintended but critical outcome of

the project will contribute to a higher level of social stability and collaboration among these key stakeholders in addressing the main challenges facing the Jordanian community in relation to radicalization, youth and women from the same platform.

Some of the complementary activities on PVE have also led to a better understanding of radicalization and of the role of women, especially mothers, in preventing violent extremism. Mothers trained on identifying signs of radicalization explained that the relationship established between them and the National Protection Police Services has provided them with an understanding of how they can protect their sons and have further explained the different ways that the police can ensure the protection of their children from violent extremism. This is an innovative approach that could be scaled up. Hayat Centre staff explained that its project helped alleviate the fear that local communities had regarding discussions about radicalization. The project trainer explained that the project broke the sensitivity of discussing radicalization, raised community awareness on the topic, and further enabled women/mothers to become better informed about early signs of radicalization and how to protect their children. It also provided them with advice on how to approach the security apparatus. This was confirmed by interviewed mothers who benefited from the training.

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*Prior to this project, we didn't know that there are departments within the police that can help our youth. For us police and readicalisation are scary issues. We thought that if we go to the police they will just imprison our sons. Now we know that we can go to the police to protect our sons. We are not scared – a mother wh participated in PVE trianing and awareness raising activities*

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*“We really liked how we got the information. There was a worry from women to talk about radicalization and even if I see a neighbour and they have some signs of radicalization, it is difficult to be able to report them. But if I see the signs, I should inform the authorities they will be able to manage it. If we discover that they are affiliated to someone they will be able to manage the situation. Our understanding is that reported persons will be rehabilitated. The Police Community Peace Center is a new concept for the police. They have psychosocial experts and others to combat PVE and they have their own research centers. They don't focus only on the security approach and they have other approaches to support and to help with PVE.” - Woman trainee in Jordan*

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In **Tunisia**, the first phase of the project consisted of engaging and working with the ministries and other relevant government bodies to build their capacities to enable them to take ownership of the project, and



lead in the development and writing of the NAP. This resulted in the adoption and endorsement of the NAP in August 2018 by the Council of Ministers. The NAP includes four pillars, prevention, protection, monitoring and response. UN Women staff and representatives of the Ministry of Women said that their partnership enabled the involvement of representatives of different ministries and civil society organizations in the process of formulating and drafting the NAP.

UN Women in Tunisia supported the operationalization of accountability frameworks through a group of CSO-led projects:

- Association Droit à la Différence (ADD), a national CSO, promoted the role of women and youth in prevention of radicalization and violent extremism and conducted research about the drivers of radicalization covering two governorates.
- L'observatoire Tunisien de la Sécurité Globale (OTSG) delivered a project that aimed at enhancing the role of women within Tunisian police through non-discriminatory policies.
- ASWAT Nissa implemented a project that aimed at making WPS agenda part of the public and political debate in Tunisia, strengthening the capacities of women representatives of different political parties across Tunisia, as well as the Tunisian parliament, to promote and enhance understanding of the WPS agenda within their communities.
- Tunisian Association for Management and Social Stability (TAMSS), another national CSO, implemented a project aiming to strengthen the rights of women considered as essential vectors of peace and security in Tunisia, and enhanced the capacities of seven associations and knowledge of 27 members of CSOs in terms of UNSCR 1325 implications and pillars.

In **Iraq**, the project initiated the implementation of an accountability framework, through emphasis on the “protection” pillar and authorities taking responsibility for increasing security for those affected by Conflict Related Sexual Violence (CRSV). UN Women and stakeholders in Iraq explained that due to the ongoing conflict in Iraq and the situation of women, the 1325 Alliance decided to prioritise the protection pillar as the most relevant and pressing issues.

In order to achieve outcome 1.3, UN women in Iraq supported the implementation process of INAP and partnered with the Ministry of Labour and Social Affairs (MoLSA), General Directorate of Combatting Violence against Women (GDCVAW), Hight Council of Women Affairs (HCoWA), and two CSOs representing the 1325 Alliances, the Women Empowerment Organization (WEO) and the Baghdad Women Association (BWA). It is worth mentioning that the government did not cost the INAP. Although endorsed at the highest levels, no specific government budgets were allocated for its implementation and no monitoring and evaluation systems were developed to follow-up and assess implementation progress.

The **regional component**<sup>13</sup> provided support to LAS with the secondment of three gender experts to support them in their gender analyses and mainstreaming of gender in their work. According to project documents, this led to the League of Arab States formally approving and establishing The Arab Women’s Crisis Committee and endorsing monitoring of Member-State action on the WPS agenda through a biennial report. A regional report on violent extremism, recruitment and gendered messaging was finalized. A regional workshop between member state governments on National Action Plans was held with one of the achievements being an agreement between the Government of Tunisia and the Government of Jordan to ‘twin’ to support Tunisia’s NAP development process.

The project worked with the Women, Family and Childhood Department at LAS to accelerate regional and country adherence to the commitments made under resolution 1325 and the subsequent WPS resolutions. A management plan to monitor the LAS Regional Action Plan was endorsed by LAS Member

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<sup>13</sup> During the Inception of the evaluation process the Director of the Women, Family and Childhood Department at LAS was changed which made it impossible for the evaluation team to meet with a LAS representative that is knowledgeable about the project and the strategic partnership between UN Women and LAS. The assessment of all LAS activities is based on a documentary review and feedback from stakeholders who are aware of the role and activities of LAS. It is worth pointing out that except in Jordan and Lebanon and to a certain degree in Iraq, none of the interviewed stakeholders were aware of the role of LAS or of the regional component of the project.

States in November 2017, during the proceedings of the Women’s Crisis Committee. The management plan framework consists of biennial Member-State reporting on action against indicators aligned with action within the framework, to be consolidated and published by LAS.

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**Finding 6: Through the experience in the four focus countries (as well as the regional component) the project has exhibited some good practices and some innovative approaches.**

In Tunisia, Lebanon and at the regional level through the work with LAS, the project provided support for the development and formulation of the NAP. In Jordan, the project supported the development as well as initial implementation of the JONAP and in Iraq, the project focused on the implementation of INAP. UN Women implementation strategies in all focus countries and at the regional level focused on ensuring the adoption of good practices and innovative approaches.

An important good practice adopted by UN Women was the implementation of a strategy focused on building new partnerships, to ensure complementarity, avoid duplication of efforts, and promote cohesion of interventions. At the policy level, UN Women staff reported that they maintained and strengthened a strategic partnership with JNCW as the main Jordanian women’s machinery; the Ministry of Women’s Affairs in Lebanon; the Ministry of Women in Tunisia; the High Council for Women in Iraq (KRI), and the Ministry of Women in Iraq (before it was abolished).

A second important innovation was the adoption of a two-pronged approach to implementation. UN Women staff at the regional level explained they supported development of the NAP in Jordan, Lebanon and Tunisia, as well as at the implementation level in Jordan and Iraq. This allowed project staff to engage both CSOs and government in the implementation process and ensure that the voices of women affected by conflict are heard within planning and policy circles especially in Lebanon and to a certain extent in Jordan and Iraq.

UN Women staff reported that the implementation strategy was to build on existing strategic partnerships with women’s machineries and key departments within the LAS which is a good practice as it ensures complementarity and continuity of actions. The regional component of the project aimed to foster coordination and engagement between the national and regional components. In Jordan, partnership between the JNCW and LAS led to the co-hosting of a regional workshop in Amman entitled “Women, Peace and Security National Action Plans in the Arab Region: Challenges and Opportunities” in December 2017. However, beyond this workshop and some individual exchanges amongst the focus countries and between the LAS and some focus countries, there is no evidence of a regional coordination mechanism. It is important to approach this finding with caution as the evaluators are aware that LAS works directly with governments whereas, except for Tunisia, the project was led by CSOs.

The JONAP that was developed through a participatory process also integrated a component on PVE for the first time, which was deemed by the government, civil society and UN Women as a significant achievement. Stakeholders also identified collaboration with the Jordanian army and the establishment of a women’s unit within JAF as significant achievements which will result in the empowerment of women and their enrolment in the army in greater numbers.

One of the key implementation strategies adopted by UN Women in Jordan was to build on the international community’s interest in implementing the JONAP (outcome 1.2.1). Key informants explained that this approach is operationalized through advocacy and engagement with different donors to build consensus and support for the JONAP process as well as for the subsequent implementation. To this end, UN Women was successful in establishing a pooled fund to support the implementation of JONAP. Contributing donors to date include the governments of Canada, the United Kingdom, Spain, and Norway. Meetings with donors during the evaluation mission in Jordan highlighted the effectiveness of UN Women’s approach in securing funds and donor support.



Interviewed donors believed that the pooled fund will ensure that the implementation of all pillars of the JONAP takes place equally and simultaneously. They also recognized that with funding from the Government of Finland, UN Women's WPS project has enabled the development of an inclusive JONAP that is relevant to national priorities and enjoys the support and commitment of all stakeholders. In addition, JNCW, the main women's machinery in Jordan, explained that the way in which UN Women has leveraged the funds available by the government of Finland has enabled them to develop adequate approaches for the development of the JONAP. JNCW staff explained that the pooled fund will ensure the equal distribution of activities towards the implementation of JONAP in a systematic and effective manner. They also noted that the pooled fund will allow for collaboration among donors and create further synergies in operationalizing all aspects of the JONAP.

The selection of CSOs in Tunisia was a good practice. The selection of the CSOs was strategic. According to the UN Women staff in Tunisia, "we needed to work with organizations that have some knowledge, experience and local networks, and able to contribute to the achievement of the overall objective of our project in mid- and long-term".

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**Finding 7: The engagement of women affected by conflict in project activities has been minimal to date. The role of conflict affected women is evident in participation in consultations in Jordan and Lebanon and being beneficiaries of project interventions (protection) in Iraq. This may be due to strong focus that the project put on developing the national action plans.**

In **Jordan**, UN Women staff explained that they chose to ensure representation of women affected by conflict and violence by working with CSOs engaged with women at the grassroots level. According to JNCW, local-level consultations were useful and informative. However, they also recognised that the agenda required more time in order to be more relevant and adequate. CSOs have indicated that, although many grassroots organisations have attended consultations both at the national and local levels, the involvement of women affected by conflict themselves could have added a critical dimension as they could have represented their own views, thereby acting as agents of change. Nevertheless, the evaluators recognize that CSOs generally represent the interests and opinions of their constituents.

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*In retrospect, I would have held more consultations with the women themselves at the grass roots level and not only depended on the narrative of the CSOs – JNCW Jordan*

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The project managed to directly engage with refugee women in **Lebanon** where 17 focus group discussions were held directly with the refugee and host communities, thus ensuring their needs and priorities were well represented in the draft NAP. In **Jordan**, on the other hand, the voices of women affected by conflict were represented through the CSOs working with them.

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In **Iraq**, as noted under the relevance chapter, MoLSA representatives reported that the UN Women support allowed the women shelters to remain functional during the height of the financial crisis hitting KRG. The project provided direct protection services to vulnerable and displaced women living in KRI, specifically those who have been subject to GBV. In addition, it responded to daily operational needs for running the shelters and managing cases, as well as offering management training to the staff. The director of Erbil shelter reported that without UN Women financial support, the shelter will close and cannot function, because they will not be able to provide the basic needs for the shelter.

Under this project, a total of 90 employees from MoLSA benefited from training only in the first quarter of 2016. MoLSA staff explained that "one of our priorities is to invest in our staff and provide them with the training needed in order to build their capacities and develop their skills to manage the shelters, and the cases they receive on a daily basis". The same respondent also stated that the training they received was

very effective, as staff behaviour and the way they manage the cases has changed in a positive way. With GDCVAW, services were provided to families, women and girls who face different types of violence among Kurdistan Citizens, IDPs and refugees of all nationalities and religions, which contributed directly to the achievement of the project objectives.

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**Finding 8: The effectiveness of the project was increased by the attention provided to capacity building and technical assistance in the focus countries. The level and content of capacity building differed across countries but was based on the needs expressed by stakeholders.**

According to project documents, UN Women supported the implementation of JONAP Strategic Goals 1 and 2 on a gender responsive security sector and gender in prevention of violent extremism, respectively through workshops and civil society engagement as a result of which 116 soldiers (43 women and 73 men) reported an increased understanding of WPS-related responsibilities and over 10,000 people's understanding of radicalization and PVE was increased. The project used a cascading advocacy model, where messaging was delivered through community and university networks and trained PVE ambassadors, a majority of whom were women.<sup>14</sup> The capacity building activities and engagement with the security sector in Jordan increased the effectiveness and realisation of outcomes of the project. As previously discussed, the engagement with the security sector, as reported by key informants during the evaluation, helped these departments to articulate and operationalise plans to promote gender equality within their work.

At the beginning of the project, in Tunisia, UN Women commissioned CREDIF15 to conduct a baseline study on UNSCR 1325 and a CSO mapping in order to conduct a situational analysis. They were also tasked to help identify the strategic priorities of the country as well as the main actors and stakeholders critical for the development of the NAP and, thus, for the implementation of the WPS agenda. The baseline study provided an updated set of data which helped guide project implementation, enable the targeting of key stakeholders and activities, and also served as a policy brief that helped initiate dialogue within different ministries and introduce the WPS project. In addition, UN Women organised two events in which they presented case studies of NAPs in different countries as examples as well as best practices. These events were attended by officials and representatives from different ministries and were therefore instrumental in opening the door for UN Women to initiate discussions about the relevance and the need for the adoption of UNSCR 1325 National Action Plan in Tunisia.

Following the conclusion of the baseline, the project focused on rendering support through capacity building to civil society organizations and research centers to enable them to deliver awareness-raising activities about the NAP, its pillars and their importance for the Tunisian context. This process served also as a source of primary data to inform UN Women's advocacy efforts. Through this project, UN Women supported four civil society organizations to design and deliver mini-projects to promote the role of women in the peace and security, as well as to develop women's capacities and political and public participation. The selection process of the four NGOs was transparent and conducted through a published call for proposals. The four NGOs selected were: ADD, OSTG, ASWAT NISSA and TAMSS (project summaries are provided in section 3.2.3 above).

UN Women organized a series of training workshops targeting members of the steering committee with particular focus on approaches to drafting the NAP and ways to advocate and communicate about

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*Without WEO we would not have been able to promote the work on 1325, all our meetings were through WEO and the trainings we received helped us raise awareness of 1325 – Member of the 1325 Alliance in Iraq*

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<sup>14</sup> Second Annual Progress report, January-December 2017, UN Women.

<sup>15</sup> This is an institutional arsenal of governmental and non-governmental institutions whose role is to carry out studies, observe and identify policy, projecting or security gaps and several observatories belonging to feminist NGOs.

it. These training workshops were delivered by CAWTAR<sup>16</sup>. In an evaluation meeting that was organized by UN Women with the Steering Committee members in Tunisia, the participants explained that the workshops and trainings were very useful, as most of them had no previous skills or knowledge on how to draft a national action plan. Some even explained that they were not aware of UNSCR 1325. Hence, the training provided them with a learning opportunity and strengthened their understanding of the importance of gender equality.

Through this partnership with UN Women, the CSOs in Tunisia were able to enhance their knowledge and understanding of UNCR 1325, which allowed them to organize awareness raising activities in their communities along with the other activities, and therefore contribute to the project outcome. It is worth mentioning that these CSOs were also part of the committee responsible for NAP writing and participated in the formulation of the NAP 1325. UN Women's engagement with CSOs led to building networks and creating synergies between civil society organizations. The director of ADD reported that one of the key achievements of their project, apart from the activities implemented and the number of target audiences reached, was, their meeting with TAMS, as a result of which the two CSOs developed a long-term partnership and collaborated on project delivery and expanded their reach to other regions where they lacked access earlier.

In **Iraq**, under WPS project, HCoWA delivered trainings to the government officials to strengthen their knowledge and expertise in gender mainstreaming and ensure that their gender units are able to implement the plans set out under the INAP.

The 1325 Alliance members, mainly WEO and BWA (representatives of the Alliance in Baghdad and Kurdistan region) acknowledged in interviews that they had an important role in the process of development of the INAP, which continued during the implementation phase. For example, BAW supported the Federal Government of Iraq and raised awareness of 12 ministries on UNSCR 1325, INAP 1325, Emergency plan, GBV and how to detect IDP women and girls with disabilities. Furthermore, they provided direct protection services to vulnerable and displaced women who have been subjected to GBV. BWA worked with 140 vulnerable women and girls living in IDP camps in Baghdad, to raise their awareness about legal protection, health issues and peace building. The president of BWA explained that the project enabled them to support the government to implement the INAP in an effective and efficient way, through the activities they delivered, mainly the awareness raising workshops they organised for 12 ministries on UNSCR 1325, Emergency Plan, and GBV, but also, through the direct protection services they provided to vulnerable and displaced women living in Baghdad, specifically those who have been subjected to GBV and ensured the provision of listening, legal and health services to them through its listening and legal counselling mobile team in IDPs camps.

WEO facilitated the cooperation between the 1325 Alliance and Cross Sector Task Force (CSTF) (mainly state actors) and built formal dialogue structures to enable effective implementation of the INAP. They also incorporated the training of the law enforcement staff in four KRI provinces to better work with survivors of GBV. Finally, they increased the capacity of the 1325 Alliance. During the evaluation process, two organisations members of the Alliance were interviewed. They explained that the work through WEO has improved their skills and understanding of 1325 and enabled them to raise awareness to other actors including the women themselves inside the camps.

One of the key **regional initiatives** was the collaboration between The League of Arab States (LAS), and the Cairo International Center for Conflict Resolution and Peacekeeping in Africa (CCCPA), both organisations with regional mandates and memberships implemented cross-country components of the Project. CCCPA implemented a gender-sensitive media training Project to enhance regional capacities on conflict/gender-sensitive reporting and journalism – with the objective of increasing understanding and demand for implementation of the women, peace and security agenda. This regional training was a first

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<sup>16</sup> The partner that was contracted by UN Women in Tunisia to deliver training and capacity building to the government officials, in order to write the NAP.

step to sensitize media professionals on gender sensitive media reporting in line with 1325. The CCCPA representatives were of the view that a follow up training with some advanced modules would be helpful. They also suggested that the training may be held in other focus countries to further share the lessons learned. A training manual developed for this exercise may also be disseminated in the region prior to any training, as a resource for journalists. Further, a course focused on editors and decision-makers would also be very useful in developing sensitive and nuanced media content.

Regional exchange visits, the development and dissemination of knowledge products, and regional advocacy also contributed to the realisation of outcome 2. LAS-WFCD in collaboration with Jordanian National Commission for Women (JNCW) and UNW organized the first Regional Workshop “Women, Peace and Security National Action Plans in the Arab Region: Challenges and Opportunities”. The workshop highlighted the most crucial regional and international mechanisms in place. It also drew attention to key thematic areas concerning peace and security, for instance, measures for protecting women from violence especially sexual based violence, countering terrorism, and supporting rapid response to humanitarian needs during conflict. The bilateral exchanges between Jordan and Tunisia were initiated in the aftermath of this regional meeting.

### 3.3 Efficiency

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#### KQ. Did the Projects institutional arrangements and mechanisms support an efficient (UN Women) Project approach?

This section focuses on the project’s efficiency and to what extent the project’s institutional arrangements, operational mechanisms and financial resources advanced an efficient response, and whether the learning from country level fed into regional work (and vice versa) as specified in the evaluation’s questions in the terms of reference.

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**Finding 9: The project is considered relatively efficient especially when taking into consideration the number of outputs and outcomes achieved vis-à-vis the allocated budget. Several issues resulted in delays, but on the positive side UN Women successfully leveraged additional resources from various projects to increase the results and outcomes of the project.**

The project could be considered efficient especially when taking into consideration the number of outputs and outcomes achieved vis-à-vis the allocated budget. UN Women has successfully leveraged additional resources from various projects to increase the results and outcomes of the project. This is the case in Jordan, where UN Women has successfully created linkages between WPS activities and all other activities including a humanitarian response, to improve and accentuate the potential project outcomes. One pillar of the NAP focuses on increasing women voices in peace and security as they are interlinked especially in what concerns the engagement with communities and the refugee situation, the necessary services and women’s involvement in humanitarian action. UN Women developed an integrated approach (mechanism) where all activities in the country office were coordinated to help more than one outcome. For example, this includes the humanitarian interventions supported by UN Woman in Jordan and its WPS interventions work with police and judges, as well as the work with lawyers and judges on prosecuting and supporting GBV cases.

Likewise, cost-sharing is another successful institutional arrangement that helped the project meet its intended outcomes. UN Woman Regional Office (RO) cost shared the activities for LAS between the funds available through this project and others provided by the German government.

In terms of financial management, UN Women staff and government representatives reported that each focus country was satisfied with the tranche disbursement according to their activities. However, in Iraq,

where the project focused on implementation of the 1325 NAP through direct service delivery and a focus on the protection pillar of INAP, the country team reported that some implementation delays due to the tranche system of payment disbursement. Furthermore, in Iraq, UN Women team reported that compared to the number of outputs delivered, the budget was very tight, especially that the implementation of the INAP was fully supported by the UN Women budget, and that the government did not contribute to this budget. Nevertheless, the staff in MoLSA, GDCVAW and other government institutions, were paid by the government to manage this project.

With regard to financing of partnerships, with CSOs for instance, the evaluation team received feedback in Jordan that CSO budgets and abilities to contribute to the NAP should be better integrated. In Tunisia, there was some criticism of UN Women's slow distribution of budget instalments from a few civil society organizations, which caused delay in their activities. This issue would not appear to be of particular concern given the nature of the project and the context in which it evolved. It is expected that the difficulties encountered in implementation of activities with the CSOs caused a lower absorption of funds. Based on the project narrative reports as well as the interviews conducted with UN Women staff in Tunisia and with representatives of different CSOs, all projects were implemented as planned and achieved their objectives.

The operational mechanisms of the project especially concerning staffing and the project organigram (structure) created some inefficiency. At the beginning of the project, management rested with Jordan office which stretched the capacities of the UN Women team there. When the technical support including M&E was moved to the RO Cairo, the operational mechanisms improved for all the countries involved. The high turnover of staff in UN Women country offices presented delays in building on existing partnerships due to lack of institutional memory and weak documentation of processes. Similarly, a high turnover of committee members in Jordan or CSOs joining at later stages impedes the progress of the work due to time spent in bringing the new entrants up to speed.

The project developed a robust monitoring and evaluation system. This included a definition of intended outcomes as well as clear outputs for each of the focus countries and the regional component. Each focus country had its own expected outcome and outputs, along with measurable indicators and targets. The M&E system is deemed by the evaluators as robust and efficient in as much as it is an adequate tool for monitoring progress and achievements as stipulated in the results framework. It is worth noting nonetheless, that there is limited attention to the impact level of the project. The M&E system lists the capacity building activities and the adoption of the NAPs but it does not provide an overview of what this contributed to at the national or regional levels. Horizontal linkages between the different outcomes and their contribution to the overall achievement of the project goal is also unclear. Other comments on the monitoring system are provided in the section on the Theory of Change realisation below.

Partners in all focus countries, except Lebanon where no partners were interviewed during the evaluation, voiced their satisfaction with the current staffing of UN Women. However, they also commented that during the life of the project there were gaps in staffing or in staff capacities which temporarily affected the level of support provided to the national coalitions. In Tunisia, the project faced some challenges and delays because of the staff turnover, and change of the project coordinator, which influenced relationships with the stakeholders, mainly with the Ministry of Women. An advisor to this Minister noted that when the project started, UN Women support was more effective and there was regular contact, which helped to achieve the intended results. However, the key informant explained that as the project progressed, this contact was less regular, and therefore the coordination and communication mechanisms were not very effective, which created some tension with a partner, CAWTAR, that was contracted by UN Women to deliver the capacity building for the steering and technical committees. However, it is important to note that the change of staff in the Ministry of Women made it equally challenging for UN Women team to manage this relationship.

Partners in Iraq (in KRI and Baghdad) voiced their satisfaction with the current staffing of UN Women. However, they also commented that during the life of the project there were gaps in staffing or in staff capacities, which temporarily affected the level of support rendered to the national alliance.

Despite the challenges faced with staff turnover in all countries, UN Women successfully managed the project's human and financial resources in the three focus countries and Lebanon and was able to achieve the outputs and outcomes of the project. Based on the available documentation and the UN women teams and partners interviewed, in the three countries, the project attests to an efficient use of the resources made available.

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**Finding 10: Limited bilateral learning has occurred between some of the focus countries. Given the involvement of LAS, the learning could have been more effective if it was part of the project design and implementation approaches from the beginning.**

When asked about the level of coordination between country and regional teams, answers varied amongst countries. In Jordan and Lebanon there was an evident exchange between the two countries as well as between the two countries and LAS. Furthermore, Lebanon reported exchanges and learning with Tunisia especially concerning the budgeting of the NAP and the gender-sensitive budgeting. The exchange between the focus countries is seen as an effective way to create linkages and share experiences amongst them. It is important to point out though that this does not go beyond individual initiatives and does not rise to the level of consolidated and well-planned regional exchange. The sharing of information regarding NAP budgeting and gender-sensitive budgeting in particular was a sound strategic approach that built on UN Women expertise elsewhere in the world and recognized that the endorsement of the NAP without allocated budgets and M&E systems reduces effectiveness and potential impact. Hence, the exchange on these topics is of particular importance for the subsequent implementation of the NAP in Tunisia.

In a meeting with a KRI-based NGO, it was reported that the director of the NGO had attended a meeting at LAS during the early days of the development of INAP i.e. prior to the commencement of this project. Despite these exchanges and learning that were reported, it appears that these were individually driven and not part of an overall strategy of the project to create synergies and coordination amongst the focus countries. It is self-evident that a learning regional strategy involving LAS would support the local teams, and positively affected the efficiency of the project.

### **3.4 Sustainability**

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**KQ. How successful has UN Women been in supporting national and regional capacity on action and ownership of WPS commitments?**

The evaluation assessed the potential sustainability, based on the fundamental questions of whether the partners will continue to work without the external intervention, and the extent to which the project had ensured the institutional capacity of governments, the national women's machinery, and civil society on WPS commitments. The assessment of sustainability also considered the extent that the project supported the establishment and institutionalization of mechanisms, systems and processes to support national commitment on WPS on the regional and national levels.

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**Finding 11: The project worked with a multitude of stakeholders in each focus country ensuring the institutionalization and commitment to the WPS agenda within government, national women machineries and CSOs.**

In **Jordan**, the project worked with a wide range of stakeholders including JNCW. The project focused on building the capacities of different organisations both at the policy and grassroots levels to ensure wide and accurate understanding of the WPS agenda. Key informants explained that the adoption of the NAP in Jordan following wide consultations has strengthened the sustainability of the implementation process. CSOs and government informants alike expressed strong interest in and awareness of the JONAP and commitment to its implementation by the government which would ultimately support sustainability and lead to concrete results.

The capacity building efforts in Jordan went beyond raising awareness of gender issues and the NAP writing process. The provision of technical support to JNCW and linkages created between project partners helped stakeholders understand the need for clear division of labor and for their institutional roles. During meetings with stakeholders from the security sector during the evaluation, it was noted that the capacity building and technical assistance rendered resulted in the development of realistic action plans for the different departments. These plans include adequate monitoring systems, targets and baseline. Key informants pointed out that they just need allocation of funds to start implementation. In all security sector departments interviewed by the evaluators, gender units had already been created and staffed from the department's regular budgets.

The project provided a number of training activities to the government officials In **Tunisia** to build their capacities, expertise and knowledge of the 1325. Most of the steering committee members there stated that those capacities would be the main legacy of the project in the next phase. This project in Tunisia also supported the civil society organisations to develop their capacities and networks, which will be used as a basis for the next phase of the project. UN Women staff in Tunisia reported that they are planning to continue working with the CSOs that were involved in phase 1 and build on what they have developed already. At the same time, they are open to the opportunity to work with new CSOs, in an effort to widen the project's reach and network in Tunisia. The steering committee members in Tunisia, who attended training workshops, reported that the content was relevant to their work and that it helped them develop their capacities in terms of how to draft a National Action Plan that is inclusive and representative of the country's priorities. An evaluation of this process held by UN Women showed that 40-60% of participants<sup>17</sup> (depending on the workshop) were satisfied with the quality of the training and believed that it provided them with the skills necessary to draft the NAP.

A variety of national stakeholders in **Iraq** confirmed that their relationship with UN Women had been established well before the beginning of this project. They credit UN Women for the instrumental role it played in providing technical assistance and support during the development and advocacy of the INAP, before the start of the project. The situation in Iraq and the presence of an active and strong CSO community and national bodies the project provided them with additional institutional capacity to enable them to have the necessary tools for the implementation of the NAP. The project also focused on increasing awareness of women's issues, in addition to the on-going needs of IDPs and returnees, is likely to continue to spot light the situation of women. Nonetheless, sustainability is not without its challenges. Key informants reported that one of the key challenges facing sustainability in Iraq is the absence of a national counterpart that can speak on behalf of all women in Iraq. In KRI the High Council awaits a law that would regulate their status and provide them with more autonomy and authority for working on women's issues. However, they believe is not likely to be adopted by the parliament due to conflicting priorities. In Baghdad there is no immediate counterpart for work on WPS as well as a legal vacuum related to violence against women, hence there are no women's shelters in Baghdad or central Iraq. Sustainability of interventions and continuous support to the WPS agenda is facilitated however by the presence of an EU-funded project that would support the capacity building of gender units in KRI to ensure sustainability and mainstreaming of WPS issues within the national structures of government.

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<sup>17</sup> According to the results of the training evaluation conducted by UN Women.



CSOs working on the NAP implementation in Iraq and Jordan have explained that they will continue to work on the WPS agenda after the project either through funding from UN Women or other donors because of their commitment to the WPS agenda and the synergies that the NAP has created between the visions of their organisations and the priorities in their respective countries.

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**Finding 12: The extent of institutionalization of national mechanisms and systems varies between the different countries depending on the level of development and implementation of the NAP.**

In **Jordan**, during interviews for this evaluation, it was evident that all concerned government entities, including the security sector, have taken adequate steps to institutionalise WPS work through the creation of women units or departments within their respective offices. According to UN Women staff and other stakeholders, the development of the pooled fund and the allocation of focal points and budgeting for implementation would lead to further activities within government institutions. In other words, it would lead to the subsequent implementation of the action plans of these departments. The creation of the gender units and action plans appear, based on meetings with their members, to be well developed with clear job descriptions and action plans. Interviewed staff within these units explained that they are supported by their supervisors who commented that the development of the gender units and the subsequent development of the action plans follows the guidance that is given to them by the Jordanian government.

UN Women staff reported that they worked through advocacy with the donor community in Jordan to establish a pooled fund to ensure the implementation of all pillars of the JONAP. Trainings on budgeting and monitoring and evaluation have taken place with the relevant actors to support adequate NAP implementation and follow-up. Furthermore, UN Women staff reported that they made efforts to support the implementation of the national priorities as exemplified in the WPS agenda and JONAP (which highlights the key areas that the GoJ and other stakeholders have identified as priorities for Jordan) with the priorities and objectives of the donor community thus leading to a clear interest in providing support and ensuring adequate implementation of the JONAP. In other words, UN Women succeeded in bringing the national priorities to the attention of international donors and creating a common understanding and support for the implementation of the national priorities as identified by the GoJ. Interviews with the Ambassador of Norway in Jordan and the project officer at the UK Embassy (two contributors to the pooled fund) confirmed that donors are interested in supporting Jordan and the implementation of JONAP as it is perceived as a vehicle for stability and growth. The donor community has confirmed interest and commitment to the WPS agenda already committing funding for the implementation of the JONAP. Last but not least, the project supported the establishment of linkages between JNCW and LAS. JNCW presented the experience of Jordan in developing the JONAP in a workshop in Cairo. These linkages are important for continuing support and coordination between the national and regional organisations.

In **Tunisia**, during a meeting with representatives of the different ministries, it was mentioned that each ministry, for instance the Ministry of Interior, Ministry of Defence, and Ministry of Religious Affairs are working on their own action plan and budget. The Ministry of Women has already secured 600,000 TD (approximately 206,000 USD), for the first phase of the implementation plan of the NAP. The adoption of the NAPs in Tunisia indicates that there is strong interest on the part of governments and stakeholders for this work.

UN Women country office in **Iraq** has secured funding from other donors to continue some of the project activities, most notably the support to the development of INAP2 and its subsequent implementation. In addition, CSOs in Iraq continue to advocate to the Iraqi government to allocate budgets for the activities related to WPS as an urgent stabilization factor. However, one of the possible challenges in the context of Iraq, which was reported in interviews, is the relatively limited funding available in comparison to what is available for humanitarian action and interventions. Although UN Women reported that it made efforts to ensure coordination and collaboration between different actors, some gaps remain in coordination and



funding allocation for WPS work and priorities, although these are not necessarily different from some of the main interventions of the humanitarian community. There were no formal mechanisms and processes developed to increase collaboration and coordination.

### 3.5 Gender Equality and Human Rights

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KQ. To what extent does the Women Peace and Security project undertaken by UN Women address the underlying causes of inequality and discrimination? To what extent were human rights-based approach and gender equality incorporated in the design and implementation of UN Women’s humanitarian action?

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**Finding 13: The project design and capacity building activities during implementation ensured raising awareness of the underlying causes of inequality and discrimination faced by women and girls in the region.**

The overall goal of the project is to create an enabling environment for the implementation of the WPS agenda which would then lead to more peaceful and gender equal societies. In the project design, UN Women staff reported that the main focus on the project was to ensure the presence of National Action Plans in the focus countries and to implement the INAP in Iraq. In doing so, the project focused, through technical assistance provided to the national coalitions and alliances, on ensuring that understanding and response to the underlying causes of gender discrimination and inequality are reflected in the endorsed NAPs. The NAPs in Jordan and Iraq in particular focus on fulfilling women’s human rights. “The conflicts in the region have resulted in human rights violations impacting women and girls, such as sexual violence, forced marriage and displacement that require prevention and response. Specific rights, such as the right to fair and safe employment and livelihoods and to freedom of movement are curtailed in different ways across each context. Women’s ability to participate in decision-making relating to their everyday needs and rights, such as oversight of humanitarian services, to influence local and broader national political decisionmaking that impacts their lives, and their involvement in peace processes and peacebuilding initiatives are hampered in different ways.”<sup>18</sup> The evaluation team agrees with the findings of the study commissioned by UN Women reviewing the NAPs of Iraq, Jordan and Palestine, namely that “the three NAPs-WPS assessed in this study all individually include action points that can be categorised as meeting women and girl’s practical and strategic needs and interests. The action plans include actions that are focused on meeting the strategic rights of women and girls. Iraq and Jordan’s plans contained roughly 40% of actions which focused on strategic needs, while Palestine’s plan contained 30% of actions focused on strategic needs. The action plans also include actions meeting the practical needs of women and girls. Two percent of the Iraq action plan, 3% of Jordan’s actions and 19% of Palestine’s plan addressed these kinds of needs.”<sup>19</sup>

The selected pillars for each of the endorsed NAP in Tunisia and in Jordan recognise and promote the abolition of the underlying causes of inequality and discrimination. For Jordan that meant a focus on four pillars namely:

- a. Participation Pillar
- b. Preventing Violent Extremism Pillar
- c. Relief and Recovery in Response to the refugee crisis Pillar
- d. Capacity Building and awareness raising of civil society and youth pillar.

In Tunisia, the selected pillars also focus on addressing the underlying causes of gender inequality namely:

- a. Prevention axis

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<sup>18</sup> Swaine, A, (2018), Balancing Priorities: Lessons and Good Practices from Iraq, Jordan and Palestine for NAP-1325 Drafting Teams; UN Women

<sup>19</sup> Ibid

- b. Protection axis
- c. Participation axis
- d. Relief, peace building and reconstruction axis
- e. Information and advocacy axis.

Within the Tunisian NAP, participation of women axis focuses on both legal and operational barriers to gender equality. According to the Tunisian NAP, the activities under this pillar will include:

- Enact laws, legislation and provisions that take into account the principle of parity between women and men in all elected bodies, independent agencies and positions held at both local and national levels.
- Provide for temporary positive procedures and measures to adopt gender equality in all structures of political parties and trade unions.

Furthermore, particularly when it comes to protection and participation in decision making, the project – through the regional component and activities – focused on promoting gender sensitive concepts that are empowering and progressive. Through the WPS project, UN Women staff reported that the organisation did not set out to implement gender transformative interventions, but it attempted to ensure that human rights principles are enshrined in the development of the NAP by advocating for a peaceful society.

A review of the NAP in Jordan, Tunisia and Iraq indicate that the key principles enshrined include participation and reflect basic human rights. For example, the objectives of the Protection Pillar of the INAP include:

- Integrating women’s rights in the justice and security system to address and reduce violence against women and end impunity for perpetrators.
- Protection of women from GBV and providing the victims and survivors of violence means for their rehabilitation and reintegration into the society during and after the post-conflict transitional period.<sup>20</sup>

While the prevention pillar of the Tunisian NAP calls for actions that promote human rights and respect such as:

- Develop cultural and youth programs and activities promoting the values of difference, tolerance, acceptance of others and human rights in their universal sense.
- Train those responsible for disseminating religious discourse to tackle all forms of violent extremism from the modernist perspective and the human rights approach.<sup>21</sup>

Although much was achieved in the focus countries through partnerships and a consultative process, there remains a gap with regard to understandings of gender and a distinction between what is construed as gender and what pertains to “women’s issues”.

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*The ministries in Baghdad were already implementing elements of the WPS agenda especially the health and education ministries, but they were not aware that their normal day-to-day activities are part of the WPS agenda. Ultimately, WPS agenda is good for the entire community” - Director of BWA*

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According to interviews with stakeholders in Jordan, the participation of women beneficiaries was lacking in the consultations for developing the NAP. Stakeholders interviewed by the evaluators in Jordan explained that the formation of committees made up of women themselves could have provided a different perspective about their needs and priorities. These needs were reported by CSOs but it is recognised that they were filtered through a CSO’s perspective and organizational agenda, while the

<sup>20</sup> [http://www.peacewomen.org/sites/default/files/final\\_draft\\_iraq\\_nap\\_1325\\_eng.pdf](http://www.peacewomen.org/sites/default/files/final_draft_iraq_nap_1325_eng.pdf)

<sup>21</sup> Final Draft of th Tunisia NAP – provided by UN Women.

individual women's voices would have added value to the process. According to JNCW director, in the context of Jordan given the weak understanding of gender by CSOs and government institutions, including women affected by conflict would have perhaps strengthened the outcomes of the consultations.

In Iraq, the voices of women were reflected slightly in prioritizing some of their rights and needs. The focus in Iraq was on the protection pillar by raising awareness about women's rights and working directly with DCVAW to ensure that all those who deal with survivors of SGBV recognise that these survivors have rights and that service provision to them is fulfilling women's needs for protection and rehabilitation. However, there is no evidence to suggest that this was done as part of an overall empowerment strategy that is driven by the WPS agenda. Rather, in conducting needs assessments in camps and shelters, the project in Iraq was supporting women's participation and not necessarily their empowerment as a cornerstone for change.

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**Finding 14: The project implementation adopted a rights-based approach with a focus on women and on promoting women's voices through capacity building on PVE in Jordan, support to shelters in Iraq and engagement in consultation in Lebanon. This was particularly true in Iraq where implementation of the NAP focused on protection and participation.**

The project implementation strategies in each country involved a focus on women and on promoting women's voices through capacity building on PVE in Jordan, support to shelters in Iraq and engagement in consultation in Lebanon.

Human rights approaches aim to analyze inequalities which lie at the heart of development problems and redress discriminatory practices and unjust distributions of power that impede development progress. In Iraq these were identified as access to legal and social protection, as well as provision of basic needs. The activities of the two main implementing partners in Iraq focused on these elements.

In Iraq, due to the context, the implementation focused on protection and participation. To this end, many of the sub-projects focused on promoting women's rights as human rights. For example, the Baghdad Women Association activities provided direct protection services to vulnerable and displaced women living in Baghdad, specifically those who have been subjected to GBV and ensured the provision of listening, legal and health services to them through its listening and legal counselling mobile team in IDP camps over a period of a year. Baghdad Women Association raised the awareness of 140 vulnerable women and girls living in IDP camps in Baghdad on legal protection, health issues and peace building. Then selected 20 focal points and developed their skills and capacities in order for them to be able to take up the role of becoming leaders in their living location. As women leaders of their living location, the focal points were in charge of assessing the status and needs of women and girls living in that location, liaising with organizations including the Baghdad Women Association to share information about women and girls' needs, detect cases of trauma and violence that are in need of support, and manage potential conflict arising in the location. The focal points are present on the ground; they were a relevant and trusted source of information to better evaluate the status of displaced women and girls in Baghdad and to understand their protection needs and concerns. This enabled the Baghdad Women Association to gather information for the benefit of the humanitarian community.<sup>22</sup>

Women Empowerment Organisation in Erbil conducted many activities, aiming – inter alia – to improve the work of the police in protecting women and gaining a wider understanding of their rights. 100 law enforcement staff from KRI provinces were trained to work with victims of GBV. The trainings enhanced the skills of the police and other law enforcement staff to better treat vulnerable groups especially in the directorates of violence against women and shelters where women and girls survivors of GBV are received and assisted. Training the law enforcement staff contributed to creating an enabling environment for the

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<sup>22</sup> Pre-Final Reporting Template – The completion is depending on implementing of the final training workshop of National Security System. BWO 2017.

implementation of INAP at the local and national levels. Moreover, it is directly linked with the second pillar of INAP which is about “Protection and Prevention”.<sup>23</sup>

Likewise, in Jordan, the NAP focuses on alleviating the underlying causes that hinder women meaningful participation in a variety of activities including their role in combating violent extremism and their role within the security sector.<sup>24</sup>

Project teams in each of the focus countries explained that the presence of men in some of these activities was because of their roles within the different institutions and not necessarily as champions of gender equality. There is no engagement of men in project activities as an implementation strategy and approach to promote gender equality and increase awareness of its relevance and importance for communities’ peace and security.

### 3.6 Theory of Change Validity

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From the detailed M&E documents developed by UN Women – including a results framework, Theory of Change (or project logic, in narrative and graphic forms, for the project overall and per country), as well as simplified result chains – it is clear that this was a priority at the beginning and during project implementation. Progress reports are structured around the results framework, promoting its use. There are, nevertheless, some inconsistencies in the wording of outcome 2 across different documents<sup>25</sup>.

The graphic presentation of the theory of change and its narrative elaboration developed by UN Women (see section on ‘Project Description’) refer to three factors identified as ‘pre-conditions’: an enabling environment for WPS commitment implementation, women’s participation in decision-making, as well as security of women’s various needs and human rights. These pre-conditions overlap with the project outcomes (but also differ from the official outcome formulation) and their role in the Theory of Change is unclear. At the same time, the attention paid to assumptions in the Theory of Change elaboration was limited.

For future reference, the evaluators advise to avoid outcome formulations of the type “NAP implemented” as it does not tell the readers anything about the substance of the change UN wants to see. More substantive formulations, for example referring to increased protection of women and girls, improved use/access to services or similar aspects, would better inform and guide project implementation.

The Theory of Change as presented in the project document is coherent and plausible. It is nonetheless, ambitious, as perhaps it should be. This is due to the fact that the project’s focus countries are still in the initial phases of understanding and developing national action plans that would ultimately lead to a more peaceful and gender equal societies.

The validity of the pathways for change as described in the narrative of the theory of change differs between countries as follows:

- Jordan and Tunisia were the strongest examples of the implementation of the ToC developed for the project, as there was no NAP at the beginning, the government was convinced of its value (over a longer period in Tunisia) and the NAP was developed in a participatory way (with implementation

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<sup>23</sup> Reporting Template – Women Empowerment Organisation 2017.

<sup>24</sup> JONAP - <http://www2.unwomen.org/-/media/field%20office%20jordan/images/publications/2018/jonap%202018-2021%20unscr%201325.pdf?la=en&vs=5624>

<sup>25</sup> Even within the Results framework itself, where the summary worksheet does not refer to civil society empowerment and does not include an output on this, but the more detailed worksheet for outcome 2 does.

pending). In order to reflect the fact that there has been no implementation of the NAP planned during the project, the impact statement was toned down, from ‘more peaceful and gender-equal societies’ (impact statement for the general project) to ‘greater accountability for a more gender-equal environment’ (impact statement for Jordan and Tunisia), but this led to overlap between outcome and impact levels (greater accountability is already part of having a NAP, whereas the impact statement should be people-centred).

In Jordan, the ToC also overlooks the cornerstone that made it possible (a pre-condition currently not captured) which is the government’s commitment. Consequently, the use of the outputs as described in the ToC namely: “Beneficiaries will use outputs to influence authorities, increase women’s autonomy and leadership, use evidence for advocacy and contribute to adoption of accountability frameworks” is incomplete. Thanks to political will, donor interest and funding, beneficiaries are able to develop the NAP. The extent to which the NAP in of itself - without the necessary political will - is capable of influencing authority, increase women’s autonomy and leadership (without adequate focus on gender transformative approaches that engage men as well as women) is rather small.

- The pathways for change in Iraq are different because the ToC is based on the fact that if services are improved, and government assumes its responsibility, this will lead to better protection for survivors of SGBV and CRSV. The project focused on implementation (while not neglecting the work on setting pre-conditions for the NAP), whereas in the other countries the focus was on developing the NAP. This does not hinder the realisation of the Theory of Change, but it means that it will be realized over a longer period of time in different contexts.
- The realisation of outcome 2 focused on strengthening the capacities of the LAS, while the work on civil society empowerment (also part of this outcome) was limited to a single activity. The theoretical link between output 2.1 and its desired outcome was not sustained in reality, mostly due to the mandate of LAS that focuses primarily on its member states and not civil society.

## 4 GOOD PRACTICES and LESSONS LEARNT

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### 4.1 Lessons Learnt

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- a. The advancement of the WPS agenda requires a collective effort to build consensus and common understanding of how the agenda presents opportunities for communities and societies. This is a time and resources consuming process that should be carefully designed and planned.
- b. Ensuring that the voices of women and girls affected by conflict are directly heard could lead to further engagement of women and prepare them to assume their roles in society as leaders.
- c. The WPS approach is relatively nascent in the Arab region. It requires coherent and well-developed advocacy plans at regional and national levels to create a critical mass able to support and advance the agenda at multi-levels.
- d. The engagement and involvement of men is critical in a regional and country context where men often dominate institutions and processes. Since this was weak in the first phase of the project, it may help to enhance understandings of gender to engage and involve men in the NAP implementation processes and activities.

### 4.2 Good Practices

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- a. Engaging regional structures as the League of Arab States with civil society organisations and structures (such as JNCW) is a positive step in fostering coordination at the regional level. Further efforts and attention are required for this strategy to lead to concrete achievements.

- b. The design of innovative funding models (such as the pooled fund in Jordan) is a best practice because it ensures adequate attention to the implementation of all pillars of the national action plans.
- c. Raising the awareness of mothers on early signs of radicalization is a good approach that can help increase prevention of radicalisation and violent extremism.
- d. Complementarity between projects and capitalization on available resources leads to improved outcomes. UN Women in Jordan and Iraq worked with a programme approach and leveraged resources and interventions to achieve results.

## 5 CONCLUSIONS

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Based on the evaluation findings, the following conclusions may be drawn:

### 5.1 Relevance

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This project is both timely and highly relevant in all focus countries, particularly in the context of the development of the National Action Plan (NAP). It responds to the needs of the national governments and regional institutions and its activities were mostly driven by stakeholders' priorities. UN Women adopted a strategic approach by building partnerships with women machineries in each of the focus countries, thereby providing guidance and capacity building on UNSCR1325 as well as on the development of the NAP. Work at the country level was complemented by regional engagement of the League of Arab States (LAS). UN Women built on its strategic relationship with LAS to drive forward a regional strategy for the development and implementation of national action plans beyond the project's focus countries. In addition, UN Women responded to a need expressed by Lebanon for support in drafting a NAP and this country was therefore added in March 2017.

UN Women's efforts on the Women Peace and Security (WPS) agenda have been strategic in promoting national commitment, as they were demand-driven in Jordan, Lebanon and Iraq at the outset, whereas in Tunisia the project was driven by UN Women who advocated with the government until the Ministry of Woman agreed to move the project forward. However, conflict-affected women and women who were participated in interventions such as shelters, psychosocial support and counselling have not been at the forefront in the consultation processes.

In Jordan, Iraq and Lebanon the NAP formulation, and implementation was more demand-driven by national partners including the governments, CSOs and local media. Further UN Women adopted a strategic approach by engaging with the relevant women-focused agencies in each of the target countries. This focused engagement was a sound strategy ensuring national ownership of the different processes irrespective of the stage the country was at, while adapting to each country's context, priorities and capacities. The project implementation process was inclusive and participatory in the focus countries and therefore nationally owned by the stakeholders. It is important to point out that the process of developing the NAPs in Jordan, Tunisia and Lebanon was inclusive. However, the design of the sub-projects and of the formulation processes was not. It was driven by UN Women and global best practices.

Given the context of the Arab region, engagement with the LAS was both a relevant and pressing priority in order to ensure that women affected by conflict are supported through national and regional mechanisms. Engagement with the LAS through this project was in line with the priorities of both UN Women and the LAS and built on existing strategic partnership between the two organizations. The war in both Syria and Yemen, the ongoing conflict in Iraq, and the situation of refugees and IDPs in Lebanon and Jordan created a pressing need to engage governments at national and regional levels, thus making work with the LAS rather relevant and necessary.



## 5.2 Effectiveness

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The effectiveness of project initiatives is evident in all focus countries. In Tunisia and Jordan, this included the development of the NAP. These two countries are good practice examples of NAP development.

The effectiveness of the project was increased by the attention provided to capacity building and technical assistance in the focus countries. The level and content of capacity building differed across countries but was based on the needs expressed by stakeholders. Members of the coalitions in Lebanon, Jordan and Tunisia received capacity building and trainings on UNSCR 1325, processes for drafting the NAP as well as technical support for developing gender sensitive budgets for the implementation of the NAPs. In Jordan, the coalition and steering committee have also received training on how to develop the necessary M&E systems to ensure adequate follow-up on implementation processes. In addition to the country-specific trainings, the project also provided regional training to media professionals to improve reporting on conflict zones especially in what concerns reporting on survivors of violence.

The process of the formulation of the NAP was both inclusive and highly participatory, according to the many stakeholders interviewed throughout the evaluation. The process adopted both a top-down approach at the central level as well as a bottom-up approach through which the perspectives of different stakeholders were well reflected. This was done in Jordan by the development of three-level working groups (National Coalition -high level steering committee – technical committee) in addition, the consultations at the governorate levels included CSOs as well as Jordanian and Syrian women. In Tunisia, the baseline study which was conducted by CREDIF included the integration of the voices of women and CBOs where as in Iraq the needs assessment conducted in IDP camps and shelters ensured some level of representation of the needs of women affected by violence.

The progress towards expected outputs is evident with seven outputs achieved, two partially achieved, one on track, and two experiencing delays. A small number of outputs in Jordan are delayed while others have been exceeded. In Tunisia, the project has also achieved its intended outputs, by the adoption of the NAP through a participatory approach as well as all its outputs. In Iraq, the intended outputs and targets were perhaps ambitious leading to limited achievements towards intended outputs. Nonetheless, the project in Iraq has achieved good progress considering the limited resources.

Although the focus countries are at different stages with regard to the development and implementation of the NAP, the WPS regional project provides a good opportunity for an active regional knowledge platform where best practices and lessons learned may be shared for replication or adaptation by another country.

## 5.3 Efficiency

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The project institutional, operational and financial system resulted in an efficient implementation of the project. UN Women institutional and management systems ensured the participation of relevant and competent CSOs in the process of the NAP implementation as well as the small projects implemented in each country.

The operational mechanisms of the project especially concerning staffing and the project organigram could have been better managed. At the beginning of the project, management rested with Jordan office which created a lot of overburden for the team in Jordan. When the technical support including M&E was moved to the RO Cairo, the operational mechanisms became better for all countries involved. The project M&E system is robust and useful.



## 5.4 Sustainability

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There is great potential for sustainability of the National Action plans developed under this phase of the UN Women project. The adoption of the NAPs in Tunisia and Jordan, with the latter securing funds for implementation, indicate that there is strong interest on the part of governments and stakeholders for the implementation of the NAPs.

Although UN Women's engagement with the relevant ministries and other stakeholders in each country has been strategic, it has followed and adapted to the local context and priorities in each country. As a result, national buy-in and ownership of the process was achieved and the stakeholders across the board believe that the NAPs belong to them. National buy-in and ownership of the NAP is critical for sustainability of the initiative and evidenced by the willingness of stakeholders to engage further and build on project successes.

## 5.5 Gender equality and Human Rights

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The stories of conflict affected women and other women beneficiaries need to be framed in the larger context of gender equality and peace in the focus countries, preferably in their own voice. Their increased participation in the consultative process, whether it is at the level of development or implementation of the NAP is crucial for a gender perspective that promotes resilience, social cohesion and an enabling environment.

The strong partnership of UN Women with different national actors allowed for the successful completion of NAP and provided the processes with legitimacy and credibility at the national level. The lack of capacity of national partners is clear, which requires additional technical support from UN Women to ensure that national actors are able to implement not only NAP but to undertake activities for promoting gender equality and human rights approaches. This presents an opportunity for UN Women to push the bar higher by advocating for stronger and more systematic role for women and to increase governments' attention to issues of gender and human rights.

## 6 RECOMMENDATIONS

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Based on the findings and conclusions drawn from the evaluation, the following set of recommendations may provide further impetus for improving the process and effecting change in the different country contexts. These recommendations were developed with and (to the extent possible at the given moment, at the immediate end of fieldwork) validated by stakeholders during the debriefings with UN Women country teams. In light of further engagement envisaged by the next phase of the project, UN Women may take into consideration the following factors.

- **Recommendation 1:** UN Women should continue to engage with the relevant national women machineries and ministries and build on their support and willingness to initiate next steps to implement the NAP in the respective focus countries.
- **Recommendation 2:** Future UN Women projects should ensure the formation of a committee comprised of women affected by conflict themselves (refugees/IDPs) to provide key insights into their situation and needs.
- **Recommendation 3:** UN Women should further build the capacity and technical expertise of CSOs and relevant national stakeholders through advocacy efforts, dissemination of information and needs assessments-based trainings so that they can be effective in implementing activities under the

NAP. This is particularly needed due to weakness of CSOs in general and the novelty of WPS concepts.

- **Recommendation 4:** UN Women should strengthen national women machineries and provide them with the necessary technical assistance to enable the NAP implementation. Trainings on monitoring of national action plans will be required.
- **Recommendation 5:** UN Women should advocate with national governments for the development of pooled funds with support from UN Women for the implementation of all pillars of the NAP.
- **Recommendation 6:** UN Women should promote a stronger regional exchange between the different countries. UN Women should further ensure a proactive and systematic exchange between the different countries in order to document and disseminate best practices.
- **Recommendation 7:** UN Women to support the institutionalisation of the WPS agenda into the general action plans of line ministries or ensure the alignment of the ministerial action plans with WPS agenda.

## 7 Annexes:

### Annex A: Evaluation Matrix

Evaluation Criteria	Key Question(s)	Sub-question(s)	Additional Questions	Indicator(s) Data	Collection Method(s)	Data Source	Assumptions
<b>Relevance</b>	Has UN Women adopted a strategic and relevant project approach to promote accountability and national commitment on WPS?	<p>To what extent have WPS efforts under the project been demand-driven, locally relevant, nationally owned and defined and led by conflict-affected women?</p> <p>To what extent has the work under this project complemented and added value to the efforts of other key stakeholders (government, civil society, UN agencies, regional bodies) working on WPS?</p>	<p>Was a need assessment conducted in each country? Did the project answer a need in the targeted countries?</p> <p>Was the project designed in consultation with government bodies?</p> <p>What other efforts are done in the countries, at the regional level? (contextualise the project within other UN Women Projects and strategic objectives)</p>	<p>1. Extent of Project's alignment with national plan on gender equality</p> <p>2. Inclusivity of the formulation process</p> <p>3. Level of engagement of CSOs</p>	<p>1.Document analysis including NAPs</p> <p>2.Monitoring records</p> <p>3. KIIs and FGDs with relevant stakeholders, including partners and beneficiaries at regional and local level;</p>	<p>1.National government</p> <p>2.UN Women project staff</p> <p>3.CSO partners</p> <p>4.National women machineries (JNCW/Ministry of women)</p>	<ul style="list-style-type: none"> <li>Information is available</li> <li>National counterparts are willing/able to meet</li> </ul>
<b>Effectiveness</b>	How successful has UN Women been in promoting women's participation and protection in the WPS agenda?	<p>What are enabling and limiting factors that contributed to the achievement of results and what actions need to be taken to overcome any barriers that limit the progress?</p> <p>To what extent were member states able to adopt and/or operationalize accountability frameworks? Are there good practices and innovative approaches that could be replicated or scaled-up?</p> <p>To what extent have women affected by conflict been able to</p>	<p>How did the project help the targeted countries to adopt and implement accountability frameworks? What are the successful approaches adopted by the project stakeholders during the implementation phase of the project?</p> <p>What are the challenges faced during the implementation of the project? How did the teams in each country overcome these challenges? Is there any specific challenge faced the implementation project at</p>	<p>1. Evidence of contribution to outcomes as outlined in the Project/project plan and articulated in the TOC</p> <p>2. Evidence of effective consultation with key partners</p> <p>3. Evidence of unintended effects of UN Women (positive or negative), including on excluded/more vulnerable groups and men/boys</p> <p>4. change reported by women who participated</p>	<p>1.Document analysis (annual and donor reports,</p> <p>2. Monitoring records</p> <p>3.Interviews</p>	<p>1.All key stakeholders</p> <p>2.UN Women project staff</p> <p>3.National government</p> <p>4.Project implementation sites</p> <p>5.Shelters in KRI</p> <p>6.Women in shelters in KRI</p>	<ul style="list-style-type: none"> <li>Information is available</li> <li>National counterparts are willing/able to meet</li> </ul>

Evaluation Criteria	Key Question(s)	Sub-question(s)	Additional Questions	Indicator(s) Data	Collection Method(s)	Data Source	Assumptions
		<p>use Project outputs to influence authority, contribute to the adoption of accountability frameworks, and increase women's leadership and participation in decision-making processes related to the prevention, management and resolution of conflict?</p> <p>To what extent have the trainings, tools, research and data produced under the project informed effective advocacy efforts?</p>	<p>regional level?</p> <p>To what extent did the project contribute to policy change? Or affected policies targeting women in the targeted countries?</p>	<p>in specific projects</p> <p>5. Change that occurred because of capacity building activities</p> <p>6. Change at the individual and institutional levels</p>			
<b>Efficiency</b>	Did the projects institutional arrangements and mechanisms support an efficient (UN Women) Project approach?	<p>To what extent have the project's institutional arrangements, operational mechanisms and financial resources advanced an effective and efficient response?</p> <p>Has learning from country level fed into the regional work and vice-versa?</p> <p>Has learning and collaboration between the different countries take place? In what form? How has this affected current project? How is it likely to affect future projecting?</p>	<p>How were funds allocated?</p> <p>Would more cooperation with partners made the activities more cost-effective?</p> <p>Were there any collaboration mechanisms between regional and country teams? How the information was managed between the region and country level, and how did this affect the project implementation?</p> <p>How much of the project work plan has been implemented? What are the results (achieved, not achieved, partly achieved, faced difficulties)? Why?</p>	<p>1. Project organigram and staffing model</p> <p>2. Project financial management system (how the funds are managed, speed of disbursement, speed of payment, did it lead to delays)</p> <p>3. Project M&amp;E system</p> <p>5. Perception of stakeholders and staff about knowledge management</p> <p>5. Existence and use of a project website/portal/intranet/website</p> <p>6. Leveraging of in-house expertise and resources</p> <p>7. Complementarity with other UN Women projects</p>	<p>1. Document review</p> <p>2. Interviews with project staff</p> <p>3. Interviews with stakeholders</p>	<p>1. Project budget/finance staff</p> <p>2. Project M&amp;E staff</p> <p>3. Institutes/individuals involved in research activities (PVE/WPS)</p> <p>4. Knowledge management tools</p>	<ul style="list-style-type: none"> <li>• Information is available</li> <li>• National counterparts are willing/able to meet</li> </ul>

Evaluation Criteria	Key Question(s)	Sub-question(s)	Additional Questions	Indicator(s) Data	Collection Method(s)	Data Source	Assumptions
<b>Sustainability</b>	How successful has UN Women been in supporting national and regional capacity on action and ownership of WPS commitments?	<p>To what extent has the project ensured institutional capacity of governments, the national women's machinery, and civil society, on WPS commitments?</p> <p>To what extent have regional and national mechanisms, systems and processes to support national commitment on WPS been established and institutionalized?</p>	<p>What are the mechanisms developed by the project to insure the commitment of government bodies?</p> <p>Did the government institutions involved in project implementation develop action plans to support WPS commitments?</p>	<ol style="list-style-type: none"> <li>Existence of NAP implementation plans and engagement of different stakeholders</li> <li>Government and stakeholder engagement in NAP implementation process (level of engagement of stakeholders, scope of consultations)</li> <li>CSOs future plans to continue to engage in WPS activities and NAP implementation process</li> <li>What gov systems are in place to ensure continuous wide participation of stakeholders in NAP implementation and monitoring?</li> <li>Availability of funding to partners beyond the life of the project</li> <li>Extent of institutionalization of the NAP in national machineries</li> </ol>	<ol style="list-style-type: none"> <li>Document review (by laws, project documents, finance plans)</li> <li>Interviews with project staff</li> <li>Interviews with stakeholders</li> </ol>	<ol style="list-style-type: none"> <li>Government partners</li> <li>LAS officials (about the 3 countries and others)</li> <li>Project staff</li> <li>CSO partners</li> </ol>	<ul style="list-style-type: none"> <li>Information is available</li> <li>National counterparts are willing/able to meet</li> </ul>
<b>Gender Equality and Human Rights</b>	Has the project addressed the underlying causes of gender inequality and	To what extent does women peace and security project undertaken by UN Women address the underlying causes of inequality and		<ol style="list-style-type: none"> <li>How gender and human rights are reflected in the different Components of the NAP</li> </ol>	<ol style="list-style-type: none"> <li>Review of NAP for consistency/contextualizati</li> </ol>	<ol style="list-style-type: none"> <li>Documentary analysis</li> <li>LAS</li> </ol>	<ul style="list-style-type: none"> <li>Information is available</li> <li>National counterpart</li> </ul>

Evaluation Criteria	Key Question(s)	Sub-question(s)	Additional Questions	Indicator(s) Data	Collection Method(s)	Data Source	Assumptions
	discrimination?	discrimination?  To what extent were human rights-based approach and gender equality incorporated in the design and implementation of UN Women's humanitarian action?		2. % of engagement of men in women empowerment activities 3. % of project budgets allocated to Men focused activities 4. Level of Gender mainstreaming approaches adopted by different stakeholders 5. Change because of trainings on RBA and gender mainstreaming to stakeholders 6. Existence of official policy mandate and action plans for gender equality, including a mandate for equal representation and participation 7. Inclusivity; participation; ownership of process and outcomes	on  2. Interviews and training records	3. Project staff CSO partners  4. Mini-project participants (beneficiaries)	s are willing/able to meet

## Annex B: Stakeholders Matrix and Analysis

Stakeholders	Who they are	What (their role in the intervention)	How (informational, data collection, etc.)	When (in what stage of evaluation)
<b>Duty bearers who have decision-making authority over the intervention</b>				
League of Arab States (LAS)	Duty bearers who have decision-making authority over the intervention	Accelerate regional and country adherence to the commitments made under resolution 1325 and the subsequent WPS resolutions	Documentation review, Data collection	<b>Inception, Field work phases</b>
Ministry of Religious Affairs	Duty bearers who have decision-making authority over the intervention	Implement activities on the role of women on PVE and on combatting VAW.	Interviews, Data collection	<b>Field work phase</b>
UN Women implementation team in the region	Duty bearers who have direct responsibility for the intervention, (project managers);	Coordinated between the project stakeholders and implementers and supported the implementation of the project's activities	Data collection, interviews	<b>Field work phase</b>
Donors: Finland government	Duty bearers who have decision-making authority over the intervention	Donor	Interviews	<b>Inception/ field work</b>
The High Council of Women's Affairs	Duty bearers who have decision-making authority over the intervention	Considered as the national machinery on gender equality of the Kurdistan Regional Government, supported the coordination on INAP and its implementation, and provided critical services to survivors of GBV within the Kurdistan Region	Documentation review, Data collection	<b>Field work phase</b>
The Kurdistan Regional Government Ministry of Labour and Social Affairs	Duty bearers who have decision-making authority over the intervention such as governing bodies;	supported the coordination on INAP and its implementation, and provided critical services to survivors of GBV within the Kurdistan Region	Documentation review, Data collection	<b>Field work phase</b>
Jordanian National Commission for Women (JNCW)	Duty bearers who have decision-making authority over the intervention	Coordinates and oversees the development and implementation of the National Action Plan in Jordan	Documentation review, Data collection	<b>Field work phase</b>
Steering Committee and National Coalition	Duty bearers who have decision-making authority over the intervention	Was established by JNCW as a consultative body and part of the implementation process of the NAP in Jordan	Documentation review, Data collection	<b>Field work phase</b>
Law Enforcement personnel trained	Duty bearer as they will have the ultimate responsibility in ensuring the adoption of 1325.	Trainees	Focus group discussions, KIIs	<b>Field Work Phase</b>
Kurdistan Regional Government Ministry of Interior Department for Combating Violence Against Women	Duty bearers who have decision-making authority over the intervention such as governing bodies;	supported the coordination on INAP and its implementation, and provided critical services to survivors of GBV within the Kurdistan Region	Documentation review, Data collection	<b>Field work phase</b>
UN women implementation team in Jordan	Duty bearers who have direct responsibility for the intervention, (project managers);	In charge of the implementation of the project in Jordan	Documentation review, Data collection	<b>Field work phase</b>
UN Women implementation team in Iraq	Duty bearers who have direct responsibility for the intervention, such as Project managers;	Implemented the Project in Iraq and ensure coordination between different partners involved in the	Data collection, Interviews	<b>Field work phase</b>



Stakeholders	Who they are	What (their role in the intervention)	How (informational, data collection, etc.)	When (in what stage of evaluation)
		implementation of the project in Iraq		
Lebanon team	Duty bearers who have direct responsibility for the intervention, (project managers).	Implementation team in Lebanon	Data collection, interviews	<b>Field work phase</b>
UN Women Implementation team in Tunisia	Duty bearers who have direct responsibility for the intervention, (Project managers).	Implementation team in Tunisia	Documentation review, Data collection	<b>Inception and Field work phase</b>
<b>Rights holders (individually or through the civil society organizations acting on their behalf) who are the intended and unintended beneficiaries of the intervention;</b>				
Cairo International Centre for Conflict Resolution and Peacekeeping in Africa (CCCPA)	Rights holders (individually or through the civil society organizations acting on their behalf) who are the intended and unintended beneficiaries of the intervention;	Implemented a gender sensitive media training project to enhance regional capacities on conflict/gender-sensitive reporting and journalism – with the objective of increasing understanding and demand for implementation of the women, peace and security agenda	Documentation review, Data collection	<b>Inception, Field work phases</b>
Al-Hayat Centre for Civil Society Development	Rights holders (individually or through the civil society organizations acting on their behalf) who are the intended and unintended beneficiaries of the intervention;	Piloted an intervention during 2017 to counter radicalization and enhance tolerance through universities, mothers and women religious leaders	Documentation review, Data collection	<b>Field work phase</b>
Centre of Arab women of Training and Research (CAWTAR)	Rights holders (individually or through the civil society organizations acting on their behalf) who are the intended and unintended beneficiaries of the intervention;	Implementing partner, they delivered the capacity building activities for the steering committee members and the technical committee members who were in charge of drafting the NAP1325	Data collection, interviews	<b>Field work phase</b>
<b>L'observatoire Tunisien de la Sécurité Globale (OTSG)/Tunisien Observatory of Global Security</b>	Rights holders (individually or through the civil society organizations acting on their behalf) who are the intended and unintended beneficiaries of the intervention;	Awareness raising and CSOs outreach	Documentation review, Data collection	<b>Field work phase</b>
Tunisian Association for Management and Social Stability (TAMSS)	Rights holders (individually or through the civil society organizations acting on their behalf) who are the intended and unintended beneficiaries of the intervention;	Awareness raising and CSOs outreach	Documentation review, Data collection	<b>Field work phase</b>
<b>Association Droit à la Différence (ADD)</b>	Rights holders (individually or through the civil society organizations acting on their behalf) who are the intended and unintended beneficiaries of the intervention;	Awareness raising and CSOs outreach	Documentation review, Data collection	<b>Field work phase</b>
ASWAT Nissa – Women's Voices	Rights holders (individually or through the civil society organizations acting on their behalf) who are the intended and unintended beneficiaries of the intervention;	Awareness raising and CSOs outreach	Documentation review, Data collection	<b>Field work phase</b>

Stakeholders	Who they are	What (their role in the intervention)	How (informational, data collection, etc.)	When (in what stage of evaluation)
The Centre for Research, Studies, Documentation and Information on Women (CREDIF)	Rights holders (individually or through the civil society organizations acting on their behalf) who are the intended and unintended beneficiaries of the intervention;	Conducted the baseline	Documentation review, Data collection	<b>Field work phase</b>
Women and Men (individuals) who received trainings	Rights holders (individually or through the civil society organizations acting on their behalf) who are the intended and unintended beneficiaries of the intervention;	Individuals who received trainings from ministries, and CSOs in Jordan	Data collection, interviews	<b>Field work phase</b>
Women's Empowerment Organization (WEO)	Rights holders (individually or through the civil society organizations acting on their behalf) who are the intended and unintended beneficiaries of the intervention;	have supported implementation by raising awareness within local communities and providing services to women and girls, as well as supporting government bodies and the 1325 committees by providing capacity building trainings on topics such as report writing, technical understanding of the INAP, and coordination.	Documentation review, Data collection	<b>Field work phase</b>
Baghdad Women's Association (BWA)	Rights holders (individually or through the civil society organizations acting on their behalf) who are the intended and unintended beneficiaries of the intervention;	have supported implementation by raising awareness within local communities and providing services to women and girls, as well as supporting government bodies and the 1325 committees by providing capacity building trainings on topics such as report writing, technical understanding of the INAP, and coordination.	Documentation review, Data collection	<b>Field work phase</b>
Women received trainings and involved in activities	Rights holders (individually or through the civil society organizations acting on their behalf) who are the intended and unintended beneficiaries of the intervention	Beneficiaries of trainings and activities delivered by the project partners in Iraq	<b>Data collection, Interviews</b>	<b>Field work phase</b>

## Annex C: List of people interviewed

DATE	Organization	Venue of meeting	Position	Stakeholder Type
<b>Regional</b>				
16.Aug	UN Women	UN Women (Skype)	- Regional Evaluation Specialist	Duty Bearer
9.Sep	UN Women	UN Women offices	- WPS Advisor - Regional Evaluation Specialist	Duty Bearer
26.Sep	CCCPA	CCCPA	- Program officer, Peace keeping, WPS - Researcher, Peacekeeping & WPS Unit - Training Associate	Representatives of rights holders
<b>Jordan</b>				
30.Aug	UN Women	UN Women (Skype)	- Head, Resilience and Empowerment Unit	Duty Bearer
30.Sep	UN Women	UN Women	- Head, Resilience and Empowerment Unit - Institutional Capacity Development Specialist	Duty Bearer
30.Sep	Embassy of Norway	Embassy of Norway	- H.E. The Ambassador of Norway to Jordan	Duty Bearer
1.Oct	Jordanian Armed Forces	Jordanian Armed Forces	- Head of Women Unit in JAF	Duty Bearer
1.Oct	National Commission for Human Rights	National Commission for Human Rights	- National Officer NCHR	Rights holders
1.Oct	Peace Keeping Operation Training Centre/Police		- Head of the Peace keeping Operation Training Centre	Duty Bearer
02 October	Civil Defence Directorate	Civil Defence Directorate	- Member in the Gender Unit – Civil Defence	Duty Bearer
02 October	Arab Renaissance for Democracy and Development: ARDD	ARDD	- Project Officer	Representatives of rights holders
3.Oct	Arab Women Organization	Arab Women Organization	- CEO	Representatives of rights holders

DATE	Organization	Venue of meeting	Position	Stakeholder Type
3.Oct	Hayat Centre for Civil Society Development	Hayat Centre for Civil Society Development	- Deputy Head	Representatives of rights holders
3 Oct.	2 Participants in PVE project	Hayat Centre for Civil Society Development	- Two women who participated in PVE Project	Rights holders
4.Oct	JNCW	JCNW	- Secretary General	Duty Bearer
<b>Lebanon</b>				
28.Sep	UN Women	Skype	- Women. Peace and Security Specialist	Duty Bearer
27.Sep	Embassy of Finland & Finish Ministry of Foreign Affairs	Skype	- Counsellor - Programme Officer	Duty Bearer
<b>Tunisia</b>				
29.Aug	UN Women	Skype	- Programme Specialist	Duty Bearer
1.Oct	UN Women	UN Women offices	- Programme Specialist - Country Programme Coordinator, - Community and Reporting Associate	Duty Bearer
1.Oct.18	Ministry of Religious Affairs	Ministry of Religious Affairs	- Minister of Religious affairs and his team	Duty Bearer
2.Oct.18	Ministry of Women	Ministry of Women	- Steering committee - Minister of Women	Duty Bearer
2.Oct.18	Ministry of Women	Ministry of Women	- Advisor of the Minister of Women	Duty Bearer
3.Oct.18	Association Droit à la Différence	UN Women offices	- President	Duty Bearer
3.Oct.18	CAWTAR	CAWTAR offices	- Representative of CAWTAR	Representatives of rights holders
4.Oct.18	OSTG from « Ligue national de la femme tunisienne »	UN Women offices	- Président of OSTG	Representatives of rights holders
4.Oct.18	Aswat Nissa	UN Women offices	- Director of Aswat Nissa - Project manager	Representatives of rights holders
5.Oct.18	CREDIF	CREDIF offices	- Director General and her team	Representatives of rights holders

DATE	Organization	Venue of meeting	Position	Stakeholder Type
5.Oct.18	TAMSS	Skype	- Programme Officer	Representatives of rights holders
<b>Iraq</b>				
5.Sep	UN Women		- Programme Specialist	Duty Bearer
14.Oct	General for International Organizations Affairs at the General Directorate of Combating Violence against Women, Ministry of Interior	Ministry of Interior	- Deputy Director	Duty Bearer
14.Oct	DCVAW	DCVAW	- Head of DCVAW	Duty Bearer
	DCVAW	DCVAW	- Head of Committee	Duty Bearer
	DCVAW	DCVAW	- 2 Centre Staff	Duty Bearer
14.Oct	Erbil Shelter	Erbil Shelter	- 4 Women in Erbil Shelter	Rights holders
14.Oct	High Council of Women's Affairs	High Council of Women's Affairs	- Director General	Duty Bearer
15.Oct	Ministry of Labour and Social Affairs in Kurdistan Region (MOLSA)	MOLSA	- 2 Project Focal points	Duty Bearer
15.Oct	Women Safe Shelter in Erbil	Women Safe Shelter in Erbil	- Manager of the Shelter with other staff and beneficiaries	Rights holders
15.Oct	UN Women	UN Women	- Project Coordinator, - 2 Project Officers	Duty Bearer
16.Oct	Baghdad Women's Association (BWA)	Baghdad Women's Association (BWA)	- Director of BWA	Representatives of rights holders
16.Oct	Members of 1325 Alliance	Members of 1325 Alliance	- 2 Members of alliance	Representatives of rights holders
16.Oct	Women Empowerment Organization	Women Empowerment Organization	- Director	Representatives of rights holders

## Annex D: Final Data Collection Tools

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### 1. Beneficiary Interview Guide

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Thank you for talking with us today. We are an external evaluation team who is conducting a final evaluation of the UN Women's Women, Peace and Security Project. We are very interested in your opinion. We will be asking you questions about your experience of engagement with this project, the activities and any changes you think could make them more effective/better. Your answers will be kept confidential and if you do not feel comfortable answering any question you do not need to answer. If quotations from the interview will be used in the report, they will not be attributed to you personally.

Can you tell us about yourself?

- Where are you from?
- Age
- Education Level

#### Effectiveness

1. What activities have you been involved in under this project? Can you describe these more precisely (Probe: counselling, support, prevention of violence, training, legal awareness)?
2. Which Network/CSO are you a part of?
3. What were your expectations from the project/activity/engagement/initiative? Were they met? If yes, what and why?
4. What did you like most about your engagement with this project/ services you received? What skills, if any did you gain from this engagement? Did you apply the skills (i.e. obtained through counselling or training)/knowledge gained from this project in your organization/job/life? Please give an example.
5. Would you consider the process of engagement with the project as being inclusive and participatory? (Probe: who was included and in their opinion were there people / groups that would have been important to include in hindsight that were not?)

#### Relevance

1. As a participant why did you choose to be here and how is this relevant for you/your work? Which part of the activities under the project did you find most relevant for you?
2. If the activities were not available or you could not participate, in what way would your life be affected?
3. To what extent did these activities affect your life, positively or negatively? (Probe: Real and Perceived Benefits)?
4. What do you see as the most significant change because of the project and/or your participation? (Probe: For instance, voice, power relations, agency, GEHR attitudes of others)
5. To what extent did you feel 'heard' and that your participation was valued? Could this have been improved and if so, how?
6. What change occurred as a result of your participation in the activity? (probe: perception about self; role of women; perceptions about gender equality; legal changes; institutional changes, other)

#### Looking Forward

1. Do you have any recommendations for improving or adding to the activities/initiatives/trainings you were engaged in?
  2. Do you think these activities should continue after the life of this project and why?
  3. Regarding future projects/initiatives are there any additional areas the project should focus on?
- Is there anything else you would like to tell us?

Thank you for taking the time to speak with us.

## 2. Partner Organizations/CSOs Interview Guide

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Thank you for talking with us today. We are an external evaluation team who is conducting a final evaluation of the UN Women's Women, Peace and Security Project. We are very interested in your opinion as an implementing partner. We will be asking you questions about your experience of engagement with this project, your role and recommendations for future project. All your answers will be kept confidential and if you do not feel comfortable answering any question you do not need to answer.

Do you agree to participate? (Obtain verbal consent from each participant)

If yes, we will start.

1. How did you first learn about UN Women and this project on Women, Peace and Security?
2. Which project/CSO are you affiliated with/work for? Are you an implementing partner or participant in one of the activities organized by UN Women?
3. How long have you participated in the project?

### Effectiveness

1. What activities was your organization implementing/ engaged in for this project?
2. Did your project/organization conduct any research studies or assessments under the engagement with UN Women? Can you list them? Were these disseminated on any platform in the country or regionally?
3. Approximately how many beneficiaries did you reach through these initiatives (directly and indirectly)?
4. What do you think worked best or was a success?
5. Were there any challenges in implementing any of the activities? If so, how did you overcome them (Probe: means, medium)?
6. How were the project implementation sites selected? (Probe: Needs assessment, baseline research)
7. Would you consider the process of engagement with UN Women as being inclusive and participatory? (Probe: who was included and in their opinion were there people / groups that would have been important to include in hindsight that were not?)
8. Did any of the activities undertaken have any unintended consequences or negative results? Are there any unexpected positive effects on the target group, which have occurred or are likely to occur?
9. Would you say your organization/initiative has been successful in achieving the outcomes outlined at the outset? If yes, please give an example of how the deliverables of your work helped improve/change the situation women face in the field of peace and security?
10. Have there been any changes at the institutional / organizational level as a result of project participation. Could you provide an example or an instance of a change in your organization?

### Relevance

1. How relevant is this project for your organization in terms of areas of focus?
2. Were the needs of women addressed in the activities implemented? Is there any evidence to support this?
3. How relevant do you see the work is in terms of alignment with national priorities and strategies?
4. To what extent do you think the work under the UN Women project complements and adds value to the broader work in this area?

### Efficiency

1. What are the reporting mechanisms between your organization and UN Women? Are they effective? Do they reflect the work taking place? What would be some recommendations to improve reporting?



2. How well are activities monitored? Is monitoring used to take corrective action? If yes, can you describe the process?
3. What do you think needs to be improved or changed?
4. If you were to repeat these activities, what would you do the same, what differently?
5. Are there certain skills or capacities that are lacking that could help your organization in implementing this project?
6. Are there areas where you feel there is still a gap with regard to the technical support from the UN Women project?

### **Gender Equality and Human Rights**

1. What was the engagement of men in the project process? What percentage of the stakeholders/partners were men?
2. Did women and men participate in the process as equal stakeholders? Were women's groups included?
3. Were any assessments or surveys undertaken to measure/learn about the target groups understandings of gender and human rights?
4. How were gender sensitivity and rights-based approaches incorporated in project? (any new approaches developed; do you continue to think the same about designing projects; do you think about the needs of men and women the same way? Are you able to understand gender dynamics and integrate those?)
7. What change occurred as a result of your participation in the activity? (probe: perception about self; role of women; perceptions about gender equality; legal changes; institutional changes, other)

### **Looking Forward**

1. Would you participate in/engage with another UN Women project? Why or why not?
2. On a professional and personal level, how did this project affect you (positively or negatively)?
3. Any best practices, innovative techniques or lessons learned from this experience?
4. How would you take the work undertaken in this project forward and to what extent do you see commitment, willingness, and ownership from the government to build on the women, peace and security agenda?
5. What would you recommend that UN Women should change during the next phase (Probe: location, activity focus, beneficiaries, implementing partner)?

Is there anything else you would like to mention?

Thank you for taking the time to speak with us.

### 3. Government Stakeholders Interview Guide

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Thank you for talking with us today. We are an external evaluation team who is conducting a final evaluation of the UN Women's Women, Peace and Security Project. We are very interested in your opinion as a key partner. We will be asking you questions about your experience of engagement with this project, your role and recommendations for future projecting. All of your answers will be kept confidential and if you do not feel comfortable answering any question you do not need to answer.

Do you agree to participate? (Obtain verbal consent from each participant)

If yes, we will start.

1. How long have you been engaged with the UN Women's Project on Peace and Security in the Arab States?
2. Which ministry/organization are you working in?
3. Can you tell me a bit about your role and responsibilities?

#### Effectiveness

1. What do you think are the key achievements of this project?
2. What do you think did not work so well? And why?
3. Who are the partners you are working with under this project?
4. What do you think are the strengths and weaknesses of the partners you are working with? (International and local partners)
5. How did you first engage with the UN Women Project? Could you tell us about this in the context of the NAP?
  - How they participated in the development of the NAP (Jordan and Tunisia)?
  - What efforts were made towards implementation of the phase 1 NAP and what were some of the issues in it (Iraq)?
6. Were you part of the NAP development process?
7. Was the development of the NAP an inclusive process? What actions did the government take to engage with civil society and other stakeholders during the NAP development? Did the UN Women project facilitate this? (Probe: who was included and in their opinion were there people / groups that would have been important to include in hindsight that were not?)
8. Are there areas where you feel there is still a gap with regard to steps required for implementing the NAP (Tunisia and Jordan)/the first phase of the NAP (Iraq)?

#### Efficiency

1. What channels of collaboration are in place between the Ministry and UN Women? Are there communication channels? (Probe: coordination, sharing of learning, feeding back lessons learned, any monitoring and corrective actions?)
2. How many staff/members do you have in your Ministry/Coalition/Committee?
3. Could you tell us your annual budget for the activities you are engaged in with UN Women? What percentage is provided through the support of UN Women and how much is the Government's contribution?

#### Relevance

1. How is this project on women, peace and security relevant to the country?
2. Why and in what way is this project relevant to your Ministry/ organization in terms of strategic objectives?

3. Does the political sensitivity affect the implementation of the project? If yes, how?
4. Would you say this project has been successful in taking the agenda forward of the NAP?
5. What do you see as the comparative advantage (Probe: value added, complementarity) of this project vis a vis other work being done in this area

### **Sustainability**

1. What type of partnership has been established with UN Women? Will this continue in some form after the project ends?
2. Are there any activities undertaken with the support of UN Women that might be taken over by the government?
3. Overall would you say there is national ownership of the agenda and goals of this project?
4. Have any efforts been made to institutionalize the NAP in the local ministries?
5. How will the implementation of the NAP be monitored? Who will provide data and who will coordinate?
6. Can you please elaborate on additional needs for technical assistance beyond those already provided to enhance the country's capacity to enforce the NAP in its true form and spirit?
  7. What change occurred as a result of your participation in the activity? (probe: perception about self; role of women; perceptions about gender equality; legal changes; institutional changes, other)

### **Gender Equality and Human Rights**

1. What was the engagement of women in the project process? (Probe: in what ways were they engaged?)  
What percentage of the stakeholders/partners were women?
2. Did women and men participate in the process as equal stakeholders? Were women's groups included?
3. Were the needs, rights and priorities of women addressed in the activities implemented? Is there any evidence to support this?

### **Looking Forward**

1. What are the positive lessons that could be replicated? Why?
2. Do you have any recommendations for future projecting? (Probe: technical or managerial recommendations)

Is there anything else you would like to tell us?

Thank you for taking the time to speak with us.

#### 4. UN WOMEN Staff (Country Office, Regional Office) Interview Guide

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Thank you for talking with us today. We are an external evaluation team who is conducting a final evaluation of the UN Women's Women, Peace and Security Project. We are very interested in your opinion as a key project resource. We will be asking you questions about your experience of engagement with this project, your role and recommendations for future projects. All of your answers will be kept confidential and if you do not feel comfortable answering any question you do not need to answer.

Do you agree to participate? (Obtain verbal consent from each participant)

1. How long have you worked with this project?
2. Can you tell me a bit about your role and responsibilities?

##### Effectiveness

1. What do you think are the key achievements of this project?
2. What do you think were the challenges and how did you address them?
3. How were you involved in the formulation of the project?
4. How were work plans developed? Were you always able to implement the work plan on time? Why/why not?
5. Have all activities in the work plan been carried out as committed or did you have to change course on anything? If so, why?
6. At the local level, there are many civil society organizations that are working with UN Women or independently.
  - Who are these organizations? (local NGOs, CSO, most presence in which part the country?)
  - How were they selected?
  - What are they focusing on?
  - Do they play any role in trainings?
  - Which segments of the population do they work with?
7. What do you think are the strengths and weaknesses of the local partners you are working with?
8. How did you engage with the Government- ministries and organizations? Could you tell us about the process and;
  - how you participated in the development of the NAP (Jordan and Tunisia)?
  - what efforts were made towards implementation of the phase 1 NAP and what were some of the issues in it (Iraq)?
9. Was the development of the NAP an inclusive process? Do you think partners were able to contribute to it as per their assigned tasks? (Probe: who was included and in their opinion were there people / groups that would have been important to include in hindsight that were not?)
10. How do you see this project affecting people's lives?
11. Did the project or its stakeholders conduct any research studies or assessments? Can you list them? Were these disseminated on any platform in the country or regionally?
12. Would you say this project has been successful in achieving the outcomes outlined at the outset?

##### Efficiency

1. What are the reporting mechanisms between partners and UN Women? Are they effective? Do they correctly reflect the work-taking place? What would be some recommendations to improve reporting?
2. Has the project budget been adequate? How was the system of reimbursements and financial arrangements? Did it support or hinder project implementation?
3. Are funds spent in line with the implementation of activities? If not, why?

4. How well are activities monitored? Is monitoring used to take corrective action?
5. How many staff do you have in your office (RO or CO)?
6. Have human resources been sufficient? What could be improved?
7. Management structure (country level – regional level) – what kind of support do the country offices receive from the regional office? Other country Projects? Is it sufficient? How can it be improved?
8. Has learning from country level fed into the regional work and vice-versa?

### **Relevance**

1. How is this project on women, peace and security relevant to the country? How is it relevant to UN Women?
2. How is it situated with other UN Women projects/Projects in the country office and regionally?
3. We are going to switch gears now and talk about coordination with other international stakeholders. Are there other international organizations that support the women, peace and security agenda? Can you comment on the coordination between these donors?
  - Who are the organizations?
  - What are the lines of communication?
  - Is there clarity on who is doing what?
4. Walk us through how you work with:
  - Regional Office (in case of country offices)
  - Other countries in the project (Jordan, Tunisia, Iraq and any interaction with Lebanon?)
 Is there any sharing of knowledge, or information? How frequently do you interact with the above?
5. How is UN Women engaged with the League of Arab States? What could be done better or improved? Can you mention some successes of the LAS in taking the agenda forward?
6. What do you know about the mandate of LAS and how does it relate to the work of this country office?
7. Would you consider this project to be regional or is it multi-country? And why?
8. Does the political sensitivity affect the implementation of the project? If yes, how?

### **Sustainability**

1. Does the project have a phase out plan integrated in the design and has the implementation been managed accordingly? (This is the last quarter of the project). Is it country focused or is there a regional strategy?
2. What types of partnerships has the project established with local stakeholders? Will these continue in some form after the project ends?
3. What activities are likely to continue after this project ends in December? What is needed to ensure continuity?
4. Which activities do you think will not continue or were not so successful and can be closed when this project ends?
5. Do you think implementation in this project is demand- driven or is there simply passive buy-in from target groups?
6. Is there any evidence of further commitment from the relevant stakeholders?
7. How would you assess the support from the government for this project? Are there any activities that might be taken over by the government?
8. Overall would you say there is national ownership of the agenda and goals of this project?

### **Gender Equality and Human Rights**

1. What was the engagement of men in the project process? What percentage of the stakeholders/partners were men?
2. Did women and men participate in the process as equal stakeholders? Were women's groups included?

3. Were the needs of women addressed in the activities implemented? Is there any evidence to support this?
4. Were any assessments or surveys undertaken to measure/learn about target groups' understandings of gender and human rights?
5. How were gender sensitivity and rights-based approaches incorporated in projecting?

### **Looking Forward**

1. What are positive lessons that should/could be replicated? Why?
2. If you were to repeat your project activities, what would you do the same, what differently?
3. Do you think future engagement with partners should be carried out the same way or differently and why?
4. Based on lessons learned in this project, what would you do differently in the next phase of this project?
5. Do you have any recommendations for future projects? (Probe: technical or managerial recommendations)

Is there anything else you would like to tell us?

Thank you for taking the time to speak with us.

## Annex E: List of documents consulted during the desk review

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### Regional

- Project Document
- D1 - Review of Literature, M&E Approaches in WPS
- D2 - Log frames, all
- D3a - Results Chains & Theory of Change narrative
- D3b - Theory of Change chart
- D4b - Results Monitoring Matrix, Progress Reports

### Iraq

- Partner narrative reports – BWA/ Iraq
- Partner narrative reports – GDCVAW/ Iraq
- Partner narrative reports – HcoWA/ Iraq
- Partner narrative reports – MoLSA/ Iraq
- Partner narrative reports – WEO/ Iraq

### Jordan

- Informal progress update Jul-Dec 2017/ Jordan
- Informal progress update Jul-Dec 2016/ Jordan
- WPS Annual Report Jul-Dec 2017/ Jordan
- WPS in Arab States formal report Jan-Dec 2016/ Jordan
- Field visit reports (2)/ Jordan
- Jordan National Action Plan for the Implementation of UN Security Council Resolution of 1325 on Women, Peace and Security 2018-21

### Tunisia

- TAMSS report/ Tunisia
- Etat des lieux/ Tunisia
- Etude ADD/ Tunisia
- Bulletin d'information Femmes, Paix et Sécurité
- خطة العمل الوطنية 2018-2022 لتنفيذ قرار مجلس الأمن الدولي 1325
- Cartographie des organisation de la société civile tunisienne dans le domaine « femme, Paix et sécurité»
- Rapport trimestriel mars-juin 2018



# **TERMS OF REFERENCE (TOR)**

## **Evaluation of UN Women's Peace and Security in the Arab States Regional Project**

UN Women ROAS is seeking the consultancy services of a team of consultants to conduct an evaluation on its UN Women's Peace and Security in the Arab states regional project to contribute to enhancing UN Women's approach to promoting women's engagement in peace negotiations and ensuring women's rights are recognized and addressed priorities in recovery and post-conflict contexts.

### **Evaluation Background**

Over the past 15 years, there has been increasing global awareness on the gender impact of conflict. The UN Security Council has adopted eight resolutions on women, peace and security (WPS), namely Security

Council Resolutions: [1325](#) (2000), [1820](#) (2009), [1888](#) (2009), [1889](#) (2010), [1960](#) (2011), [2106](#) (2013), [2122](#) (2013), and [2242](#) (2015). Together they demonstrate a strong, collective commitment to supporting the empowerment of women and gender equality in international peace and security efforts through, inter alia, more equitable representation of women and men in peace processes, enhancing the physical and legal protection of women and girls, and putting an end to impunity by strengthening the rule of law. Other important global frameworks informing WPS include the Beijing Platform for Action and the Secretary General's Seven Point Action Plan on gender responsive peacebuilding.

The Arab States region is marked by complex conflicts, including war (Syria), protracted conflict (Palestine), or deepening fragility and instability (Yemen, Libya, Lebanon and Iraq). Since 2011, the region is still very much undergoing a transition, where instability and political uncertainty remain at the forefront. The ongoing conflict in Syria, including the significant pressures it places on neighboring countries such as Jordan, is further deepening the instability in the region. The aspirations of women in the region to participate fully in the shaping of their countries also largely have been disappointed and unfulfilled. While women have been actively calling for change, this has not translated into representation or participation in peace and security structures or decision-making bodies.

In responding to challenges from the lens of women, peace and security (WPS), a number of countries in the region have all made steps to develop and or pass a national action plan (NAP) on WPS. Iraq developed and passed a NAP in 2014. In 2010, Jordan established a national committee for SCR 1325 and initiated consultations with national stakeholder to develop a draft NAP. In September 2015 the Government of Jordan announced that it would, 'accelerate the adoption of a national action plan to implement Security

Council's resolution No. 1325 on WPS, and all subsequent resolutions.<sup>26</sup> In Tunisia, the framework of the Truth and Dignity Commission (TDC) has established the Women's Commission that is responsible for integrating a gender perspective in the work of all Commissions of the TDC, and the needs and rights of women are thus taken in consideration and ensured throughout the transitional justice process. The Tunisian national dialogue quartet, a coalition of civil society who steered the country towards an inclusive transition, was awarded the Nobel Peace Prize in 2015.<sup>27</sup> The quartet, one of whom was a woman, is an example of a success story in political dialogues, and a good example for the region to take forward also in the women, peace and security agenda.

The women, peace and Security regional project was a reflection and result for the challenges and the changes in the region related to the status of women in the peace process and post conflict state building process. The government of Finland granted provided a UN Women a grant for 36 months to achieve the following outcomes to strengthen the role of women in WPS:

Outcome 1: Member States able to adopt quality accountability frameworks, which are locally contextualized, to meet emerging threats and challenges

Output 1.1 & 1.2: Jordanian & Tunisian NAP 1325 developed through a participatory drafting process involving relevant government and non-governmental stakeholders.

- This output will be achieved through the establishment of committees at the national level that will draft and validate the NAP. In both Jordan and Tunisia, UN Women is responding to the government's request for technical support.

Output 1.3: Increased capacities of Iraq government and Civil Society to implement the NAP 1325

- Iraq is the only country to adopt an action plan on 1325 in the Arab region however the plan has not yet been implemented and lacks budget. This output is also based on the government's request for support.

Outcome 2: The Arab League has established mechanisms and systems to support national commitment on WPS

Output 2.1 Increased capacities of the Arab League to support exchanges between member states on the WPS agenda

- This outcome will build on existing UN Women efforts in the region with the Arab League related to the regional action plan on WPS and the regional action plan on 1325. Under this outcome, the project will increase the capacity of the Arab League to support exchanges between member states on the WPS agenda.

## **I. Purpose, Scope, Objectives, and Expected Use of the Evaluation**

The purpose of the final evaluation of UN Women's Women, Peace and Security in the Arab States regional Project is to assess the relevance, effectiveness, efficiency, and sustainability of the Project at regional and country level, as well as the integration of the human rights approach and gender equality principles. The findings will be used for strategic decisions and

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<sup>26</sup> The commitment made by Jordan in September at the Beijing plus 20 'Step it Up' pledge event (<http://beijing20.unwomen.org/en/step-it-up>). This was by the Permanent Mission of Jordan to the UN, on behalf of MOFA.

<sup>27</sup> <http://www.theguardian.com/global-development/2015/oct/15/tunisia-national-dialogue-quartet-nobel-peace-prize-2015>

organizational learning and accountability and will inform UN Women's approach to women's peace and security at regional and national level as it expands work in this area. The primary intended users of the evaluation are UN Women senior management and Project staff at regional and country level working on WPS. The evaluation is also intended to be useful for Project partners, including national governments, the Arab League, as well as for other actors in WPS, e.g. UN agencies, INGOs, and NGOs, and donors.

The Project evaluation is intended to be summative. The evaluation will examine to what extent the Project has contributed to the creation of an enabling environment for implementation of WPS commitments – namely, policy, political will and additional resources, and assess some of key results. Given that the evaluation will need to be completed by the end of the Project period, the temporal scope will focus on the Project since its launch January 2016 – to the time of fieldwork, October 2018. The geographic scope of the evaluation will include the three countries of Project focus (Iraq, Jordan and Tunisia), as well as work at the regional level. The evaluation will include an assessment of all components of the Project.

The evaluation has the following objectives:

- 1) Assess the relevance of the Project at national level and regional level, and to the needs and priorities of conflict-affect women – being in mind that the Project seeks to focus on policy work, rather than service delivery
- 2) Assess the effectiveness and efficiency of UN Women's contribution to creating an enabling environment for WPS and supporting women's participation in decision-making processes related to the prevention, management and resolution of conflict
- 3) Assess the extent to which the Project has promoted sustainability of Project results through increased national capacities and institutional mechanisms on WPS
- 4) Analyze how the human rights approach and gender equality principles are integrated in the Project approach and implementation
- 5) Identify and validate innovations, as well as lessons learned and good practice examples, in WPS work conducted under the Project;
- 6) Provide actionable recommendations with a view to strengthen and replicate UN Women's work on WPS in the region.

### **Evaluation Questions:**

#### Relevance

*Has UN Women adopted a strategic and relevant Project approach to promote accountability and national commitment on WPS?*

- To what extent have WPS efforts under the Project been demand-driven, locally relevant, nationally owned and defined and led by conflict-affected women?
- To what extent has the work under this Project complemented and added value to the efforts of other key stakeholders (government, civil society, UN agencies, regional bodies) working on WPS?

## Effectiveness

*How successful has UN Women been in promoting women's participation and protection in the WPS agenda?*

- To what extent were member states able to adopt and/or operationalize accountability frameworks? Are there good practices and innovative approaches that could be replicated or scaled-up?
- To what extent have women affected by conflict been able to use Project outputs to influence authority, contribute to the adoption of accountability frameworks, and increase women's leadership and participation in decision-making processes related to the prevention, management and resolution of conflict?
- What are the changes (positive and negative) to which UN Women's work has contributed to under the Project in terms of women's participation and protection in peacebuilding and recovery processes?
- How successful has the Project been in strengthening government capacity and accountability frameworks and mechanisms?
- To what extent have the trainings, tools, research and data produced under the Project informed effective advocacy efforts?
- What are enabling and limiting factors that have contributed to the achievement of results and what actions need to be taken to overcome any barriers that limit progress?

## Efficiency

*Did the Projects institutional arrangements and mechanisms support an efficient (UN Women) Project approach?*

- To what extent have the Project's institutional arrangements, operational mechanisms and financial resources advanced an effective and efficient response?
- Has learning from country level fed into the regional work and vice-versa?

## Sustainability

*How successful has UN Women been in supporting national and regional capacity on action and ownership of WPS commitments?*

- To what extent has the Project ensured institutional capacity of governments, the national women's machinery, and civil society, on WPS commitments?
- To what extent have regional and national mechanisms, systems and processes to support national commitment on WPS been established and institutionalized?

## Gender equality and Human Rights

*Has the Project addressed the underlying causes of gender inequality and discrimination?*

- To what extent does women peace and security undertaken by UN Women address the underlying causes of inequality and discrimination?

- To what extent were a human right based approach and gender equality incorporated in the design and implementation of UN Women’s humanitarian action?

## II. Evaluation Methodology

The evaluation will be a transparent and participatory process involving relevant UN Women stakeholders and partners at regional and country level. It will be based on gender and human rights principles, as<sup>10</sup> defined in the UN Women Evaluation Policy and adhere to the UN norms and standards for evaluation in the UN System.<sup>11</sup>

The evaluation will be utilization focused and theory based. The exercise should first and foremost be informed by its utility to the primary intended users, UN Women senior management and Project

staff at regional and country level working on women’s peace and security. The evaluation should test the Project theory of change (Annex 2). The evaluation methodology will be based on mixed methods and will deploy a variety of evaluation techniques ranging from desk review, interviews, participatory workshops, surveys, and other participatory methods.

The evaluation methodology will start with an inception period that involves a desk review of the information sources on RO and CO WPS work including the following data sources that will be utilized and triangulated to ensure validity and reliability:

- Review of key documents, including:
  - UN Women Strategic Notes of ROAS, Iraq CO, Jordan CO and Tunisia,
  - UN Women Project document
  - UN Women Annual Reports; monitoring/reporting information, including donor reports;
  - Research produced by the Project
  - Intergovernmental mandates;
  - Normative frameworks guide UN Women’s work on WPS
  - Relevant National Action Plans 1325
- Interview, focus groups and surveys with UN Women staff, UN partners, national level partners, regional partners, civil society partners, and donors
  - Interviews and focus groups with women participating in the project
  - Three (3) country field visits

Each in-country mission will be 5 working days. At the end of each mission, the evaluation team will provide the country office with a debriefing presentation on the preliminary results of the mission, with a view to validating preliminary findings and testing tentative conclusions to feed in the synthesis report.

A comparative analysis will be applied to systematically compare and analyze data from the three countries to identify lessons learnt and areas of future replication.

### *Evaluation Process*

The evaluation has to be completed no later than **13 December 2018**.

The evaluation process has five phases, the first and fifth of which are the responsibility of UN Women:

- 1) *Preparation*: gathering and analyzing Project data, conceptualizing the evaluation approach, internal consultations on the approach, preparing the TOR, establishment of the reference groups, and recruitment of external advisors and the evaluation team;
- 2) *Inception*: consultations between the evaluation team and the evaluation management group, Project portfolio review, stakeholder mapping, inception meetings with select stakeholders, review of the result logic and theory of change for the Project, finalization of evaluation methodology and inception report;
- 3) *Data collection and analysis*: desk research, in-depth review of global, country and regional level planning frameworks and Project documents, visits to the three countries of Project focus and preparation of three briefing notes;
- 4) *Analysis and synthesis stage*: analysis of data and interpretation of findings, and drafting of an evaluation report and other communication products; and
- 5) *Dissemination and follow-up*: the development of a Management Response, publishing of the evaluation report, uploading the published report on the GATE website<sup>28</sup>, and production of other knowledge products and learning events, such as a webinar.

The proposed timeframe and expected products will be discussed with the evaluation team and refined in the inception report. The Independent Evaluation Service reserves the right to ensure the quality of products submitted by the external evaluation team and will request revisions until the product meets the quality standards as expressed by the IES and as set forth in UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS).

### **III. Evaluation Management**

The UN Women Regional Office is responsible for the management of this evaluation. The RO will constitute an evaluation management group comprised of the regional evaluation specialist, the women's peace and security regional advisor and the national Project managers in Iraq, Jordan and Tunisia. The Regional Office will hire an external and independent evaluation firm to conduct the evaluation. The evaluation firm will have a combination of the requisite experience in evaluation and technical expertise in gender and women's peace and security. The Regional Office (RO) will constitute a quality assurance system and provide administrative and substantive support. The RO, through the regional evaluation specialist who is a member of the UN Women Independent Evaluation Service (IES), will ensure that the evaluation is conducted in accordance with the UN Women Evaluation Policy, United Nations Evaluation Group Ethical Guidelines and Code of Conduct for Evaluation in the UN system, and other key guidance documents.<sup>29</sup>

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<sup>28</sup> <http://gate.unwomen.org/>

<sup>29</sup> United Nations Evaluation Group, UNEG Ethical Guidelines, accessible at: [http://www.uneval.org/papersandpubs/documentdetail.jsp?doc\\_id=102](http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=102) and UNEG Code of Conduct for Evaluation in the United Nations system, accessible at: [http://www.uneval.org/papersandpubs/documentdetail.jsp?doc\\_id=100](http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=100)

- a. The core Evaluation Team will be hired through a company and it will combine the requisite knowledge and experience in evaluation, gender equality and women's empowerment, and technical expertise in women's peace and security. The Evaluation Team will conduct quality control of all outputs prior to submission to UN Women. They will be expected to dedicate specific resources to quality assurance efforts, and must consider all time, resources, and costs related to this in their technical and financial bid. The bidder must present the quality assurance mechanisms which will be applied throughout the evaluation process as part of the technical offer.
- b. UN Women Independent Evaluation Service quality assurance system, based on the UNEG norms and standards and good practices of the international evaluation community, defines the quality standards expected from this evaluation. See Annex 1 information for more detail on evaluation report quality assurance and evaluation norms and standards.
- c. Finally, an evaluation reference group will provide strategic input to key products and ensure their accuracy and will validate preliminary and final reports. The reference group will be composed of key stakeholders from within UN Women and members from relevant UN agencies, multilateral organizations, and key governmental and non-governmental stakeholders, including women's groups.
- d. The composition of the evaluation team, advisory group and reference groups will strive to allow for geographic diversity and gender balance

#### **IV. Evaluation Team**

The evaluation team will be composed of at least three external evaluation consultants. The team roles are defined as: Team Leader; Senior Evaluator; and Senior Expert in WPS (preferably with evaluation experience). The core team should draw upon additional specialized technical expertise, research and editorial and graphic design assistance as necessary. The combined expertise of the core team should include the knowledge and skills as outlined in the Section on the Evaluation Team an evaluation team with extensive experience in evaluation, gender, and women's peace and security.

The team leader will lead the evaluation starting with the Inception Phase and will be responsible for the finalization of the evaluation design and the implementation of the evaluation according to the agreed plan. This will include ensuring coherence and quality of outputs, application of methodology, as well as timely delivery of all products. S/he will also act as the primary liaison between the Regional Evaluation Specialist and other team members. S/he will have additional responsibilities with regards to report writing, presentation of findings, communication and facilitation of dialogue around the evaluation. S/he must have an extensive experience in leading evaluations, in the development field, of a similar size, complexity and character as well as excellent analytical, communication and writing skills. Previous experience of conducting evaluations for the UN will be considered an asset. His/her primary responsibilities will include, but not be limited to:

- guiding and managing the team throughout the evaluation phases;
- setting out the methodological approach;

- leading the pilot mission;
- reviewing and consolidating the team members' inputs to the evaluation deliverables;
- liaising with the UN Women Independent Evaluation Service and representing the evaluation team in meetings with stakeholders;
- delivering the evaluation deliverables in line with the requested quality standards (see Annex 1);
- contributing to the report dissemination and communication by participating in webinars and supporting or providing inputs to evaluation communication products.

Evaluation team members will bring together a complementary and balance combination of the necessary technical expertise in women's peace and security, in the areas directly relevant to the evaluation, including, National Action Plans 1325, prevention and protection issues, and preventing violent extremism.

Team members will:

- contribute to the design of the evaluation methodology;
- undertake in-depth documentary review;
- conduct field work to generate additional evidence from field visits and consultations of a wide range of stakeholders;
- participate in team meetings, including with stakeholders;
- prepare inputs and make contributions to the evaluation deliverables; - provide substantive advice throughout the evaluation.

All team members must sign the "Evaluation consultants' agreement form"<sup>37</sup>, based on the UNEG Code of Conduct and Ethical Guidelines for Evaluation in the United Nations system The combined expertise of the team should include:

- Advanced evaluation expertise and experience in a wide range of evaluation approaches including utilization-focused evaluation and theory-based evaluation, gender and human rights approaches and mixed methods.
- Experience of evaluation of women's, peace and security as related to policies and Projects, including the development and implementation of National Action Plans 1325 and issues of prevention, protection and preventing violent extremism
- Previous experience in conducting regional, and complex multi-stakeholder evaluations, preferably for the United Nations system.
- Knowledge of the relevant international frameworks pertaining to women's, peace and security; expertise in gender equality and women's empowerment, gender mainstreaming, experience/knowledge of women's organizations.
- Strong experience and knowledge in human rights issues, the human rights-based approach to projecting, human rights analysis and related UN mandates.
- Strong experience and knowledge of relevant international and regional frameworks pertaining to gender equality and women's empowerment, gender mainstreaming, gender analysis and UN Women's mandate.



- Strong skills for sound management of the evaluation process, strong report writing skills and ability to draft concise evaluation reports and synthesize information in a meaningful way.
- Excellent analytical, facilitation and communications skills; ability to negotiate with a wide range of stakeholders and to convey complex and sensitive issues in a balanced and constructive manner.
- Ability to substantively support the dissemination and communication strategy for the evaluation through the production of information materials tailored to different audiences.
- Fluency in English and French, knowledge of Arabic is an asset.
- Experience in the Arab States region
- Balance in terms of gender and regional representation is desirable

## V. Evaluation Time Frame and Expected Products

The proposed timeframe for the evaluation is July to December 2018. The proposed time frame and expected products will be discussed with the evaluation team and refined in the inception report. The Regional Office reserves the right to ensure the quality of products submitted by the external evaluation team and will request revisions until the product meets the quality standards as expressed by the UN Women Independent Evaluation Office.

Activity	Deliverables	General Timeframe
<b>Initiation of evaluation exercise</b>		July 2018
<b>Inception phase of evaluation</b>		August 2018
<b>Inception report (including two rounds of revision)</b>	Based on inception phase activities the inception report will present a refined scope, a detailed outline of the evaluation design and methodology, evaluation questions, and criteria for the selection and approach for in-depth desk review and case studies. The report will include an evaluation matrix and detailed work plan, a detailed portfolio analysis, stakeholder analysis and evaluability assessment. The report should be approximately 30 pages in length plus annexes. A first draft report will be shared with the evaluation management group and, based upon the comments received the evaluation team will revise the draft until it meets IES quality standards. A revised draft will be shared with the reference group for feedback. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the final inception report. The draft inception report should be accompanied by a power point presentation or slide doc and summary cover note.	September 2018
<b>Data collection phase of evaluation</b>		October 2018

<b>Briefing Notes</b>	The evaluation team will implement the agreed approach and methodology in the Inception Report, including participation in <b>three (3)</b> field visits. The evaluation team will support the organization of the field missions, organize their own travel, and transcribe and enter all data collected within an agreed platform. The findings from the field visits will be summarized in a report format. The format of the report will be defined in the inception report. The reports should be 10-15 pages in length plus annexes. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the final case study reports. The evaluation team will support the development of dissemination and communications materials as needed.	October 2018
<b>Analysis and reporting phase</b>		October 2018 - November 2018
<b>Data Analysis Phase</b>	The evaluation team will implement the data analysis methods agreed in the inception report (or as revised following the data collection phase), ensuring triangulation and the integration of human rights and gender analysis.	October 2018
<b>Presentation preliminary findings</b>	A Slide Doc presentation and cover note detailing the emerging findings of the evaluation will be shared with the EMG for feedback. The revised presentation will be delivered to the reference group and senior managers for comment and validation. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed. The evaluation team will incorporate the feedback received into the draft report.	November 2018
<b>Draft Report</b>	A first preliminary synthesis report incorporating the feedback received on the preliminary findings and any additional data collection and analysis undertaken will be shared with the EMG for initial feedback. A final draft report will be developed for consultation and validation including an Executive Summary and annexes detailing the methodological approach and analytical products. The second draft report will incorporate EMG feedback and will be shared with the reference group, senior managers for identification of factual errors, errors of omission and/or misinterpretation of information. The third and final draft report will incorporate this feedback and then be shared with the reference group and senior managers for final validation. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the revised drafts.	November 2018
<b>Final Report</b>	The final report will include a concise Executive Summary and annexes detailing the methodological approach and any analytical products developed during the course of the evaluation. The structure of the report will be defined in the inception report. The report should be a maximum of 50 pages plus annexes.	December 2018

**Key Evaluation Guidance Documents (Click for hyperlink)**

- [Evaluation Policy of the United Nations Entity for Gender Equality and the Empowerment of Women](#) (UNW/2012/8)
- [UN Women Evaluation Handbook: How to manage gender responsive evaluation](#)
- [UN Women Evaluation Handbook Box 14: Outline of Inception Report](#)
- UN Women Evaluation Handbook [Tool 14 GERAAS Evaluation Report Quality Assessment checklist](#)
- [UN Women Global Evaluation Reports Assessment and Analysis System \(GERAAS\)](#)
- [UNEG Quality Checklist for Evaluation Reports](#)
- [Standards for Evaluation in the UN System](#)
- [Norms for Evaluation in the UN System](#)
- [Integrating Human Rights and Gender Equality in Evaluation – towards UNEG Guidance](#)
- [Integrating Human Rights and Gender Equality in Evaluation](#)
- [UNEG Ethical Guidelines](#)
- [UNEG Code of Conduct for Evaluation in the UN System](#)
- [UN SWAP Evaluation Performance Indicator Technical Note & Performance Indicator Scorecard](#)
- [Evaluation Consultants Agreement Form](#)

The payments will be completed after receipt of invoice as well as receipt and acceptance of the product/s. The schedule of payments is as follows:

<b>Deliverable</b>	<b>Payment condition</b>
Inception Report	30% of the total contracted after receipt of invoice as well as receipt and acceptance of the deliverable.
Draft evaluation report plus PowerPoint Presentation	40% of the total contracted after receipt of invoice as well as receipt and acceptance of the deliverable.
Final Evaluation Report	30% of the total contracted after receipt of invoice as well as receipt and acceptance of the deliverable.

## Annex G: Bios of Team Members

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The Evaluation team provided by Conflict Management Consulting was comprised of:

- Nahla Hassan, Team Leader
- Maria Hrimech, WPS Expert
- Sarah Khokhar, Senior Evaluation Specialist.

**Nahla Hassan-Team Leader.** She has extensive experience designing and leading evaluations focused on gender and development in the MENA region. She was the team leader for several ILO evaluations focusing on women and work, as well as humanitarian evaluations with special focus on the Syrian crisis. She has vast sectoral experience working on gender issues in Jordan. During the last three years, she served as a capacity building advisor for USAID Takamol gender project focusing on improving gender, inclusion and equity in the work of many USAID funded projects in Jordan.

Nahla was a team member of the UN Women EU-Funded regional evaluation *Spring Forward for Women*. UN Women Regional Office for Arab States implemented the project. The evaluation, which included visits to Egypt, Tunisia, Jordan and Palestine focused on assessing the project implementation against the OECD-DAC criteria. The project focus was on economic and political empowerment of women in the post-2011 revolutions. During the fieldwork phase, meetings and interviews were conducted with the officials at the League of Arab States, the Jordanian National Commission for Women as well as women parliamentarians in both Tunisia and Jordan.

Most recently, Nahla concluded a research study on behalf of UNDP regional hub in Amman focusing on the impact of women economic empowerment and gender equality on reducing incidences of gender-based violence in the context of displacement. The research study included field data collection in Jordan, Lebanon and Iraq. The research entailed conducting an assessment of existing humanitarian Projects focusing on women economic empowerment and protection. The field work included meetings and interviews with refugees and internally-displaced populations especially in Iraq, where evidence of engaging women in peace building activities including labour-intensive scheme was examined as one of the models that could increase safety and security of women in post conflict areas.

During June 2018, Nahla was the main evaluator for the International Labour Organisation Project *Way Forward after the Revolution for Women in Egypt and Tunisia*. The project focused on increasing women equality and access to labour market by advocating for the establishment of quotas in workers' and employers' organisations in both countries. The fieldwork for the evaluation included meetings with members of the Ministry of Women in Tunisia as well as women parliamentarians.

**Maria Hrimech-Women, Peace and Security Expert.** She specialises in monitoring and evaluation, development, gender, CVE, and youth engagement, with specific expertise in the current situation in North Africa, her native Morocco, as well as in Syria and the broader MENA region. In the six years before joining CMC, she worked and implemented projects for the British Council, Foreign Commonwealth Office, DFID, EU and World Bank. Most recently, Maria was the Head of the Morocco team for the implementation of the EU-funded project "Strengthening

resilience in the MENA region against foreign fighters' recruitment" and was responsible for field research, as well as projecting to counter VE in the MENA region. In that function, Maria gained substantial experience in understanding political, sociological, and psychological dynamics that lead youth at risk to radicalise. She also gained crucial insight in ways of disrupting such trends through social engagement of women in social and political hotspots, as well as through intensely cooperating with the social surrounding of persons at risk. Maria is aware of the political challenges of operating in non-democratic countries on sensitive topics such as CVE. Currently, she is also M&E expert and Project Manager for CMC's work inside Syria on behalf of the UK government's strategic communication project and conduct several gender sensitive evaluations.

Maria holds academic degrees in Business Management and International Trade. Her native languages are Arabic and French, and she is fluent in English, with mid-level knowledge of Spanish.

**Sarah Khokhar- Senior Evaluation Expert.** Sarah was recently engaged by CMC on developing the methodology and tools for the evaluation of IOM's Humanitarian Response in Cox's Bazar. As M&E Specialist for USAID's Maternal and Child Health Project, she led the implementation of an innovative community-based intervention pilot to initiate a process of rethinking gender relations among men and women of different age groups. This tool was intended to help address deeply rooted perceptions and behaviours among concerned groups that impact women's health and education and bring to the fore the key issues that restrict women's mobility, empowerment and their access to health information and health services.

In addition to conducting monitoring activities in the health and energy sectors at the Monitoring and Evaluation Project (MEP), she also analysed issues of stability, gender and governance in the Federally Administered Tribal Areas (FATA) and the Khyber Pakhtunkhwa province of Pakistan based on survey data and focus group discussions. She conducted key informant interviews and managed an expert panel on the state of justice in these regions. She worked on data quality assessments to identify and document the data quality of indicators used by USAID for management and reporting, preparing performance management plans and establishing parameters for monitoring activities.

Sarah was also a member of two teams conducting evaluations of USAID health projects in Pakistan- a mid-term evaluation of a Health Systems Project and an ex-post evaluation of two projects on health and family planning in Pakistan. In addition to USAID, Sarah's experience with international organizations includes working in the UN system, at UNFIP, UNICEF and the UNDP, as well as the Population Council and the World Bank. She has also been affiliated with policy and field operations in two regional UNDP projects on HIV/AIDS and on the Rights of Indigenous Peoples in the Asia Pacific region.

Sarah holds a Doctorate in Sociology with a concentration in Comparative International Development from Johns Hopkins University.

## Annex H: Project Overall Logframe

<b>Project title: Women, Peace and Security: Implementing UN SC Resolution 1325 as a mechanism to support national efforts to prevent and respond to conflict related sexual violence</b>	
UN Women Strategic Plan Impact Area 4: (Peace, Security, and Humanitarian Action) Peace and security actions in Arab States region are shaped by women leadership and participation Flagship Alignment: Women’s Engagement in Peace, Security, and Recovery	
Overall Assumption: Security and political situation is such to allow UN WOMEN to effectively work and implement programming in target countries. Overall Risk: The fluid political situation in the region changes, resulting in government and CSO counterparts changing unexpectedly and rapidly	
Goal (for all partners including UN Women)	More peaceful and gender equal societies Key indicators: % of fragile countries with a gender equality index (based on select indicators from SDG goals 5 and 16) higher than X; # of countries that relapsed into violence in the last calendar year). Guiding normative frameworks include: The primary normative framework is the Security Council resolutions on women, peace and security: S/RES/1325 (2000), S/RES/1820 (2008), S/RES/1888 (2009), S/RES/1889 (2009), S/RES/1960 (2010), S/RES/2106 (2013), and S/RES/2122 (2013); and the international human rights
ToC statement	<b>If (1) an enabling environment for implementation of WPS commitments is created;</b>
	<b>if (2) women participate in decision-making processes related to the prevention, management and resolution of conflict in a quality manner;</b>
	<b>and if (3) the safety, physical and mental health and economic security of women and girls are assured, their human rights respected, and their specific needs met in the peacebuilding and recovery process;</b>
	<b>then (4) societies will be more peaceful &amp; gender equal;</b>
	<b>because (5) evidence shows that women are drivers of peace and security, inclusive societies are more likely to be stable &amp; post-conflict settings are opportunities to address underlying gender inequality barriers.</b>
<b>Outcome 1</b> (for UN Women and its partners): <b>Member States able to adopt quality accountability frameworks, which are locally contextualized, to meet emerging threats and challenges. Indicator:</b> # of target LAS member states increasingly implementing NAPs on WPS. <b>Target:</b> 3 countries (Tunisia, Jordan, Iraq). <b>Baseline:</b> 1 adopted, none implemented. Source: UN WOMEN COs	
<b>Outcome 2</b> (for UN Women and its partners): <b>Arab League has established mechanisms and systems to support national commitment on WPS. Indicator:</b> WPS work plan for Arab league endorsed. <b>Target:</b> Yes. <b>Baseline:</b> none as yet	

Outputs	Indicators	Baselines	Targets	Activities
<b>Outcome 1.1 Tunisia: NAP developed through participatory drafting process involving relevant government and non-governmental stakeholders</b>				
<b>Output 1.1</b> Creation of SC for NAP drafting process	Number of high officials formally appointed by ministries to SC; Steps to drafting, adoption, and implementation	Baseline study and conflict analysis needed; Need to build political will in government bodies; form CS and achieve good buy-in	Drafting process and adoption completed in Year 1 Steps toward implementation plan by Year 3 (2018)	Consultations with key ministries and stakeholders to develop a cooperation mechanism (criteria, TORs, Advisory Grp, drafting cttee)
				Sensitization and capacity building activities on WPS with key ministries (sessions, study/exchange trips, etc.)
<b>Output 1.2:</b> Creation of an inclusive WPS Consortium	Number of pluralist and diverse local CS NGOs engaged in advocacy campaigns and other initiatives	Currently completing mapping of SC initiatives; updating analysis of WPS issues and context, on CS views on women's rights and peace-security outcomes	Mapping available to network; Consortium active on identified steps towards NAP	Baseline Study; Mapping, and updating, with distribution of mapping to women's rights organizations
<b>Output 1.3:</b> Completing SC (steering cttee) and Consortium ownership process	Actions of counterparts to join, engage others in SC building process	No explicit mobilization around WPS agenda	Engaged CS, networks acting for NAP and WPS agenda; M&E of NAP	Adoption and implementation of communication strategy for the project
<b>Output 4:</b> Baseline Study of WPS for NAP	Study completion; Dissemination of results, analysis	Consultants commissioned; Outline drafted	Updated, timely and detailed knowledge of state of women's rights, participation and perceptions of WPS agenda and sectors widely available	Consultative study on WPS in Tunisia; Publication, translation (Arabic/French); Dissemination plan and actions
<b>Outcome Jordan 1.2.1: NAP developed and adopted</b>				
<b>Output 1.1</b> JNCW, and the Coalition are able to finalize a focused, action-ready and costed NAP,	Actions taken by Secretariat to finalize, cost and have NAP adopted;	Some capacity building and technical assistance needed for Secretariat	Secretariat able to successfully organize & finalize the NAP; including costing, M&E framework, narrative	Provide financial assistance to JNCW for NAP secretariat and consultation and validation activities.

and advocate for its adoption, with financial and technical support	Markers of NAP finalization;	NAP logframe drafted, technical partnerships secured with IIS and GNW.	Finalization includes costing, M&E framework, narrative	Provide and coordinate technical assistance to JNCW's NAP secretariat (including coordination with IIS and GNWP)
	Stakeholder participation in NAP 1325 drafting consultations	Coalition and Steering Committee operational; 2 drafting workshops, 2 further consultations completed	60 or more participants (# of women, # of men)	Finalization activities (e.g. M&E and coordination workshop)
<b>Output 1.2:</b> Jordanian model (NAP development and final product) shared as good practice	Video describing need for NAP, and NAP development process in Jordan	Some footage and draft story board agreed with JNCW	1 video produced	Support JNCW in preparation of exchange meetings. Plan and organize trip. Liaise and coordinate with ROAS for preparation and implementation of exchanges. Support preparation of materials such as presentations, background documents, and participants' files
	Exchanges on NAP development	Finland trip prepared; contacts with UN Women Serbia, 2 representatives of Serbian MoD to join 3rd drafting workshop; initial idea of LAS conference discussed with JNCW.	3 in total	
<b>Outcome Jordan 1.2.2: Implementation of NAP begun</b>				
<b>Output 2.1:</b> JNCW, Government, Security Sector and Civil Society implement NAP with support from targeted financial and technical assistance	NAP activities for which funding is secured	Some NAP activities initiated by UN Women: CRSV training for peacekeepers; Research on CRSV and accountability mechanism; JAF gender audit (DCAF/NATO). Support to Police to improve curriculum, increase participation of women in forces (Gov Sweden). Support to Police for female officers training (UNICEF)	4, 2017; 12 by mid-2018 15 by end 2019	Support JNCW, Coalition for review of implementation (including M&E plan). Liaison with donors and partners for NAP funding. Support to JNCW for presentation of adopted NAP to donors, diplomatic representations, international NGOs and UN agencies



	Donors met and briefed on NAP	To date, briefing (April 2016) with UN Women and JNCW, and potential donors (US Embassy)	Approx. 10	
<b>Output 2.2:</b> Gender - sensitive social cohesion and PVE initiatives are designed, supported and implemented	Students reached and informed on radicalisation indicators	No index available	3000 students including at least 50% female	Support to JNCW for preparation of exchange meetings; planning; Liaison with ROAS for preparation and implementation of exchanges. Support for presentations, background documents, participants' files.
	CSOs implement gender sensitive PVE projects	Study on gendered dimensions of violent radicalization finalized and ready to launch. Project "PVE in Jordan" designed and proposals received.	Approx. 2	
<b>Output 2.3:</b> Stakeholders better enabled and empowered to address CRSV issues and accountability	NAP activities promoting reporting, documentation and prosecution of CRSV	Draft NAP logframe addresses CRSV issues. 40 JAF members trained on CRSV (with other funding). Discussions with NATO / Nordic Center engaged for organization of JAF training. Coordination with UNICEF and Embassy of Sweden	NAP logframe fully addresses CRSV issues & accountability	Liaison with NATO/Nordic Center for CRSV training for JAF. Pilot training of JAF, NATO/Nordic Center. Support production of training and sensitisation materials on CRSV.
	CSOs supported technically and/or financially to implement NAP CRSV-related activities	None at present	3 CSOs supported	Support CSOs to implement CRSV activities in NAP. Support JNCW to design M&E plan, with IIS, and M&E plan workshops.
<b>Output 2.4:</b> Conditions for inclusive and efficient NAP monitoring, reporting and evaluation	M&E framework in line with good practices	JNCW committed to include M&E plan in NAP. UNW has ensured M&E plan design workshop	Yes (by Feb. 2017)	Support JNCW to design M&E plan, together with IIS. Ensure necessary procurement and arrangements for M&E plan design workshops. Support JNCW for constitution of NAP baseline.

system in place	CSOs involved in coordination and/or review mechanism	None at present	30 reached; 15 involved by July 2017	Support JNCW to organize meetings with civil society to engage in monitoring NAP implementation.
<b>Outcome 1.3 Iraq: INAP, product of broad Steering Committee and Reference Group, achieves initial implementation through focus on Protection pillar</b>				
<b>Output 1.1:</b> Increased capacities of KRI and Baghdad authorities and civil society to operationalize INAP with emphasis on protection and prevention	Steps taken by government to approve and endorse shelters; provide all possible support in kind; approval to open additional IDP shelters as proposed by CSOs on ground	Government has committed to shelters and centres, but has not yet approved them	Full, meaningful endorsement by government of all possible shelters, as proposed in Protection Cluster (ie backed by government permissions, contributions)	Continue work with MOLSA to ensure fullest government approval/endorsement; Continue support to GDCVAW in KRI to ensure CSO access and protection for services to SGBV survivors; improve ability to provide services to S/GBV survivors; <ul style="list-style-type: none"> <li>• Maintain a database of international quality services provided to survivors</li> <li>• Train shelter staff</li> <li>• Monitor shelter management</li> </ul>
	Steps taken in Protection Cluster for coordination of support, personnel, equipment and materiel; Agreements with CSOs operating in shelter networks	4-6 shelters operating on a precarious footing, limited physical and human capacity, and little financial support; NGOs shouldering operations	20-30 operating shelters, with UNW and other support; coordinated CSO effort within Protection Cluster to increase effectiveness	
<b>Output 1.2:</b> Partners in government and CS have heightened awareness of WPS needs, are able to ensure strategy for INAP implementation and M&E over 3 years is in place	Deployment of successful shelter management personnel to mentor weaker shelters; supports to exchanges from government departments (transport, authorization etc)	Some government staff providing services; however, limited skills, salaries unpaid or interrupted	Expanded network of shelters, ministry champion[s] working with MCP, new or better coordination mechanisms between government and CS networks	
	Gender composition of shelter and project teams; management mentoring of staff admissions procedures of shelter	Few women on management staff; Shelters have restrictive admissions policy	Meet set targets for gender composition and women's leadership in shelter networks, 1325 coalitions; open admissions policies	
<b>Outcome 2 ROAS: League of Arab States has capacities to support Member States to implement WPS agenda and civil society leaders are empowered to effectively participate in peace processes in the region</b>				

<b>Output 2.1</b> League of Arab States has increased technical expertise and knowledge and established mechanisms to effectively support Member States to develop and implement regional and national WPS commitments	Management plan in place to monitor LAS Regional Action Plan	No	In place	Technical workshop to develop management plan for LAS Regional Action Plan, increase capacity of LAS to monitor national implementation
	Number of workshops held with regional constituencies	0	1	Support LAS to hold workshop with regional stakeholders on implementing and monitoring Regional Action Plan and developing NAPs on 1325
	Production of regional report on women and P/CVE	0	1	Produce research report on gender and women's role in preventing and countering violent extremism in several countries in region (with dissemination plan)
<b>Output 2.2.</b> Civil society and women leaders have increased capacities to engage in negotiations and peacebuilding processes	Workshops held with CS and women leaders	0	1	Capacity-Building Training Programme for Arab Women Leaders: Developing Negotiation and Peace-building Skills

